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AARS report urges railroads to promote **sales-operating** coordination. . . . . p. 24

June 10, 1963

RAILWAY AGE WEEKLY

EXCLUSIVE INTERVIEW WITH FRISCO'S L. W. MENK

The New Breed In Railroad Management

p. 13

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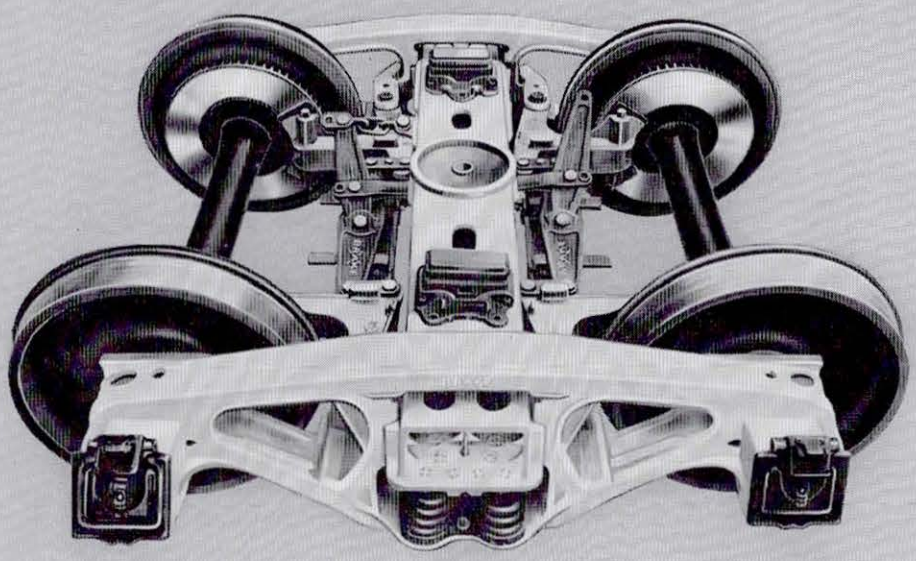

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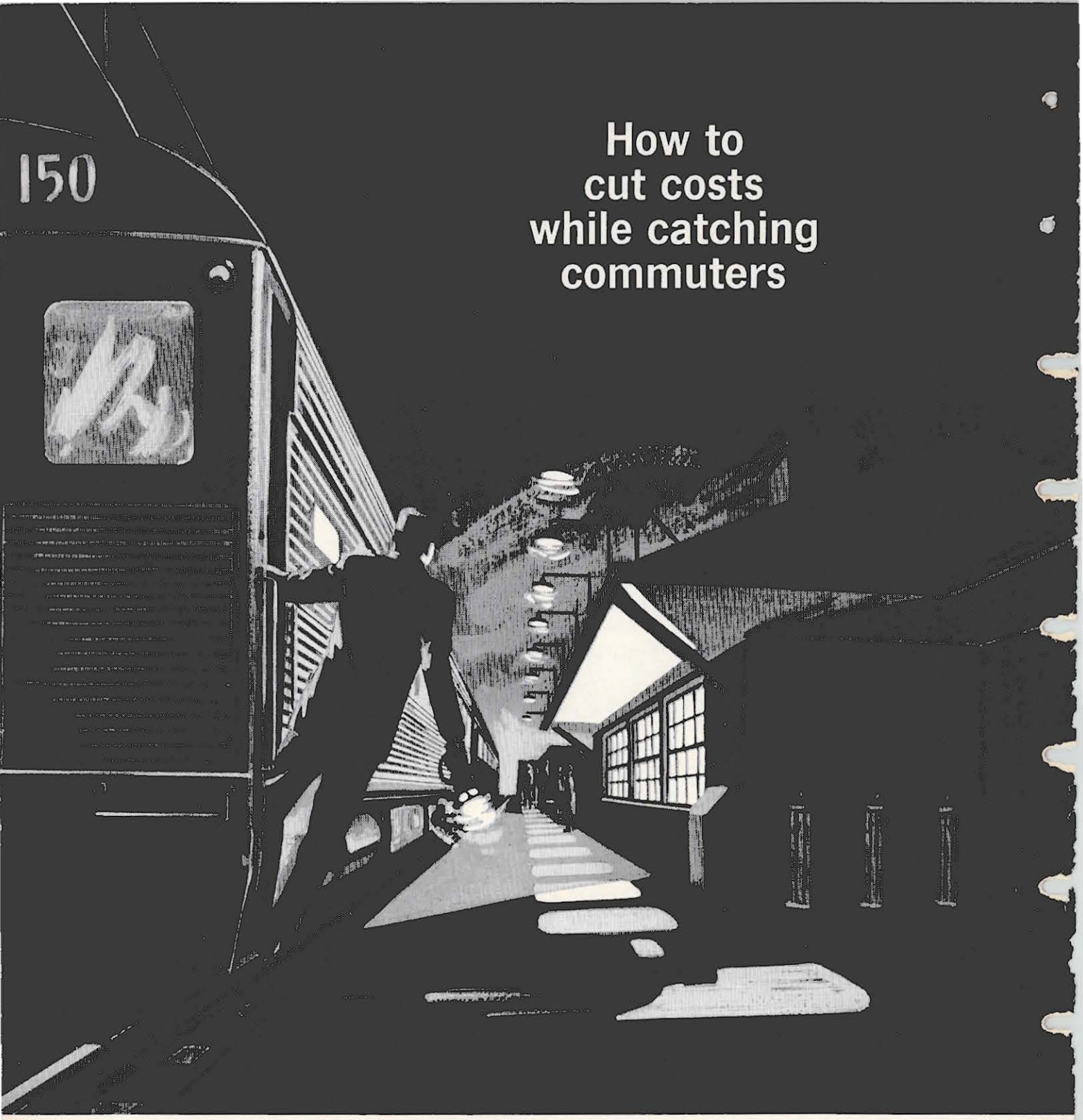

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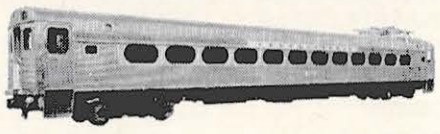

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RAILWAY AGE WEEK AT A GLANCE

June 10, 1963 • Vol. 154, No. 22

'Red-flag' day near?

Government stepped into the work-rules talks again last week as reports of progress gave way to hints of deadlock. Meanwhile, the non-ops served new demands.....**p. 9**

RRs want changes in deregulation plan

Proposed legislation to implement the so-called minimum rate bill should be modified, railroads say, to keep anti-trust immunity for rate procedures on the present basis.....**p.10**

Frisco 'ace'—staff research

L. W. Menk, Frisco president, tells how his company uses the 'new breed' in management—researchers, cost experts, industrial engineers and systems specialists **p.13**

Traffic-operating coordination urged

A proposal to merge or reassign sales and operating responsibilities will be placed before this week's Chicago meeting of the Railroad Superintendents Association.....**p.24**

Alco delivers first Century locomotives

The first three of 15 Alco 2,400-hp Century 424 locomotives ordered by the Erie-Lackawanna went into service last week. The 15 units will replace 36 1,350-hp locomotives **p.29**

P&LE interlocking cut into service fast

The road has consolidated the controls of two interlockings at one point using a solid-state control system that costs less than a comparable relay-coding system.....**p.30**

N&W shops consolidate car repairs

Light repairs for the road's 60,000 hoppers and gondolas are being concentrated at two points to increase the availability of the cars **p.33**

Non-op unions serve new demands

Eleven unions are seeking considerations ranging from wage increases to job stabilization and fringe benefits. They intend to push for them 'as rapidly as possible.' **p.44**

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RAILWAY AGE WEEK AT A GLANCE

Santa Fe-MP merger talks are planned

A joint announcement last week said that the merger-exploring studies, to begin soon, will consider the possibility of including other western lines p.46

The Action Page—A letter to Mrs. Mayne

The direct cause of sub-standard railroad service is U.S. citizens' inattentiveness to what government (especially the federal government) is doing in transportation.....p.50

Short and Significant

A $50-million Southern bond issue . . .

representing the first A-rated railway bond offering in recent years, was sold out in two hours last week. Southern will use $22.6 million to buy control of the Central of Georgia.

D&H Chairman William White's application . . .

for authority to become a director, chairman of the board and chief executive officer of the Erie-Lackawanna has been approved by the ICC (RA, May 13, p. 36).

The ICC has rejected a request . . .

by New York Central President Alfred E. Perlman to serve on the board of the Reading. The NYC has an 11% stock interest in the Reading.

A forecast on 1980 transportation . . .

in the New York-New Jersey metropolitan area, released last week, sees piggyback operations halting the downward trend in rail freight volume caused by stiff truck competition.

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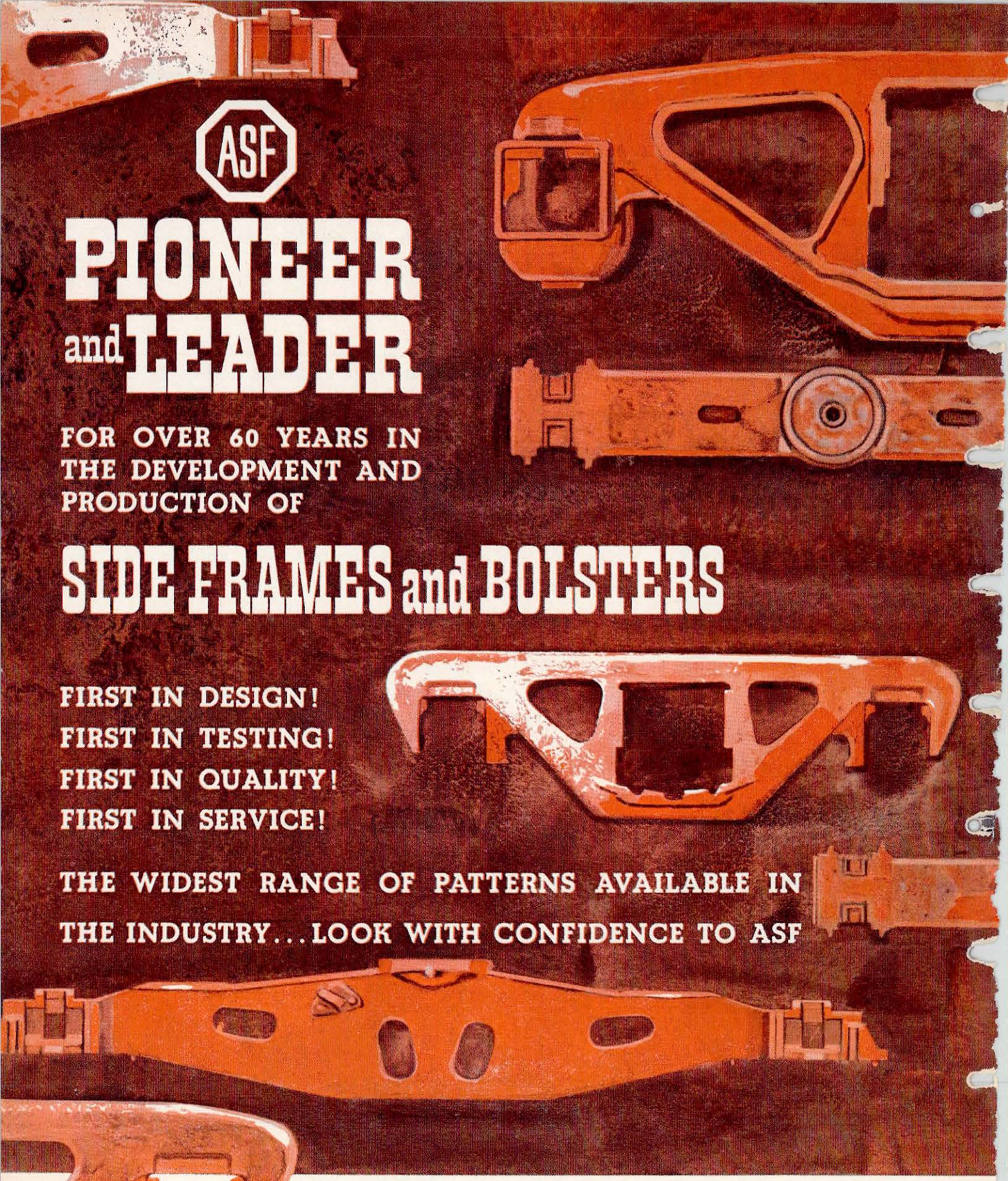
Current Statistics

Operating revenues		Carloadings revenue freight	
3 mos., 1963	$2,238,049,679	22 wks., 1963	11,778,030
3 mos., 1962	2,286,932,404	22 wks., 1962	12,019,934
Operating expenses		Freight cars on order	
3 mos., 1963	1,798,030,564	May 1, 1963	19,872
3 mos., 1962	1,823,291,544	May 1, 1962	14,244
Taxes		Freight cars delivered	
3 mos., 1963	214,320,105	4 mos., 1963	13,300
3 mos., 1962	253,124,089	4 mos., 1962	12,315
Net railway operating income		Serviceable cars	
3 mos., 1963	125,807,318	April 1, 1963	1,414,166
3 mos., 1962	116,556,316	April 1, 1962	1,461,833
Net income, estimated		Cars awaiting repairs	
3 mos., 1963	83,000,000	April 1, 1963	128,690
3 mos., 1962	71,000,000	April 1, 1962	136,151



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'Red-Flag' Day Near?

Carriers and ops: Face-to-face, head-to-head

Government stepped into the work-rules talks again last week —as early reports of progress gave way to hints of deadlock. Meanwhile, new demands, these from the non-ops, were served.

"We'll most likely get to the shouting stage. Whether there'll be a strike, I'd guess, is pretty much up to the man in the White House."

With that terse, hardly optimistic comment, one union observer summed up the lack of progress resulting from three weeks of face-to-face talks on the work-rules dispute.

Deadline day—"red-flag" day, as the carriers put it—will come this week unless the government's re-entry into the negotiations prods the bargainers toward agreement or, at least, toward extending the time-for-talking.

● **Meeting with Wirtz.** Railroad and brotherhood representatives met with Labor Secretary W. Willard Wirtz June 4—and agreed they weren't then anywhere near a settlement.

H. E. Gilbert, president of the Brotherhood of Locomotive Firemen & Enginemen, said bluntly there had been "no progress" on the key fireman-off issue. Nobody contradicted him.

Secretary Wirtz commented that "Up till now, there has been no agreement on any points whatsoever." But, he added, "We will have intensive daily sessions from now on."

● **Mediators called in.** Government aides—Leverett Edwards, chairman of the National Mediation Board; and James J. Reynolds, assistant secretary of labor—were scheduled to sit in on what one union source described as "super-mediation" conferences.

The organizations, meanwhile, were charging that management negotiators had adopted an inflexible position—but they seemed resigned to that, and indignation was rather mildly expressed.

● **Ops stand firm.** At the same time, the ops' stand on the fireman-off issue seemed firm again. One observer's comment: "Frankly, we've gone as far as we're going to until we see what the carriers have in mind."

Opinion differed on the likely effect of the government's intervention—which came at the request of both sides.

Some saw Secretary Wirtz' involvement as the first step leading to an Administration effort to get agreement to arbitrate the dispute—an effort perhaps parallel to that exerted in last autumn's strike of the Telegraphers against Chicago & North Western. In that dispute, the parties finally reached agreement on a number of issues and submitted the rest to arbitration by a tri-partite board.

● **Voluntary agreement.** This would be one means of heading off an early showdown. But both sides would have to agree, voluntarily (though perhaps under strong pressure), to arbitrate—and the unions, in the past, have been unenthusiastic about arbitrating issues involving jobs. At least one of the five op chiefs is known to be flatly opposed to any binding third-party settlement of the dispute.

Several alternative moves might be made—but it's considered likely they'd come after, not before, a crisis point is reached.

One alternative would be enactment of some type of compulsory-arbitration legislation; another would be seizure, a move which would also require a Congressional OK.

● **Arbitration favored.** Generally, the carriers favor arbitration and oppose seizure; the ops oppose arbitration and haven't taken a stand recently on the seizure question.

Government has seized U.S. railroads four times in the past 20 years—in 1943, 1946, 1948 and 1950-52. But in each case, the President acted under legislation authorizing seizure during a state of war. Any seizure move now would presumably require new legislation.

The carriers regard seizure as a desperation move which settles nothing. As AAR President Daniel P. Loomis once noted, "The only way seizure can settle a labor dispute is to either persuade the operators to make greater concessions which will be acceptable to the unions, or to hold control so long that somebody gives up in despair."

Railroad management sees a form of arbitration—making emergency-board recommendations binding—as a better way to solve labor crises in the transportation industry.

RRs Want Changes In Deregulation Plan

Railroads do not favor proposed legislation to implement the so-called minimum rate bill unless it is modified to keep all anti-trust immunity for rate procedures on the present basis.

The railroad industry does not favor enactment of President Kennedy's so-called minimum rate bill unless it is amended to provide for preservation of all anti-trust immunity the conference method of rate making has under the Reed-Bulwinkle Act, which is now Section 5A of the Interstate Commerce Act. This was revealed last week by Chairman Ben W. Heineman of the Chicago & North Western, who appeared as one of the industry's spokesmen before the House Committee on Interstate and Foreign Commerce, which has the President's transportation program under consideration.

Mr. Heineman's statement was part of the AAR's presentation which also included statements by the Association's president, Daniel P. Loomis, and by Presidents Jervis Langdon, Jr., of the Baltimore & Ohio and D. W. Brosnan of the Southern. The ICC also made a presentation at last week's series of the committee's hearings, and the Department of Commerce was scheduled to appear before the end of the week.

● **Partial immunity.** While the President's program includes several other proposals, most of the talk has been about the controversial minimum-rate bill which is H.R.4700 in the House. It would implement the President's call for the ending of ICC and Civil Aeronautics Board powers to fix minimum rates for railroad, truck and air transportation of commodities in bulk, the water transportation of which is exempt from all regulation; and for railroad, water and air transportation of agricultural products, where truck transportation is now unregulated. In its present version, which is the version submitted to Congress by President Kennedy, the bill proposes to continue the Section 5A immunity, as to bulk and agricultural commodities, only for joint rates, leaving single-line rates uncovered.

The National Industrial Traffic League has emphasized that its support of the bill is contingent on preservation of the conference method of rate making on the present basis, but Mr. Heineman's statement was the first public revelation of the railroad industry's like position. The Heineman statement came in response to a question from the House Committee's chairman, Rep. Oren Harris (D. Ark.), who said he was seeking information with no disposition to put the C&NW chairman on the spot.

● **Carriers' position.** Mr. Harris's question asked what would be the position of the railroad industry if the Committee were to favor the bill's present version. Mr. Heineman made this reply: "The only evidence I have as to the industry view at the moment is that the industry would prefer to see the bill die. I regard this as a tragedy, but that's my understanding of the industry position."

Theory vs. reality

The C&NW chairman's presentation was principally a discussion of what anti-trust laws would and should apply to rates on bulk and agricultural products if H.R.4700 were enacted. Meanwhile, he warned that the national transportation system "will prosper and improve only to the extent that we are able to distinguish between nineteenth century theory and twentieth century reality." Mr. Heineman added:

"If railroad rates are required to conform to paper rate structures, which have already in fact been destroyed by other modes of transportation, it is the public which will suffer, not so much from the rate disruptions which have already occurred, but from the higher transportation costs which must result from refusing the railroads an opportunity to meet their competition on more equal terms by adjusting to these changes."

● **Alternative 'a lesser evil.'** AAR President Loomis had no prepared statement, having made one at hearings which the committee held last year. He was on hand to answer questions of Committee members. Among such questions was one asking how the railroads would feel about legislation to implement the so-called alternative proposal calling for repeal of the present bulk-commodity and agricultural exemptions. Mr. Loomis replied that the railroads would regard that as a lesser evil than the present inequitable situation, but he emphasized that they prefer the deregulation approach. He also pointed out that enactment of the minimum-rate bill would give regulated carriers freedom they need to compete with private carriage.

Mr. Heineman also commented on this alternative proposal, saying it would bring enforcement problems like those of the country's unsuccessful undertaking to enforce prohibition. Unless there were "tremendous appropriations," he said, there would be no effective enforcement of the new regulation involved, especially the regulation of truck transportation of agricultural products.

● **Protection for public.** President Langdon of the B&O told the committee that enactment of the minimum-rate bill would not only enhance transport competition but would continue to protect the shipping public against discriminatory pricing. He said that the ICC would retain the same power it now has to prescribe "the just and reasonable rate" whenever it finds any rates to be "unjustly discriminatory or unduly preferential or prejudicial."

The "fierce market competition" among shippers requires railroads to keep their patrons on a competitive basis, the B&O president also pointed out. He denied water-carrier charges that railroads are in a position to exact high rates at inland points while cutting rates at water-competitive points. As to that, he explained that at inland points, trucks, pipe lines and other carriers provide "just as tough competition" as water carriers do at water terminals. The only diference is that water carriers on the inland waterways are more heavily subsidized than truckers, Mr. Langdon added.

The ICC's presentation was made by its chairman, Commissioner Laurence K. Walrath. It was a detailed statement in support of the Commission's position in opposition to the minimum-rate bill and in favor of repealing the present exemptions.

Commenting on the position of the railroads and others that this alternative is a "politically unrealistic" proposal, Mr. Walrath conceded that this might well be the situation as to the agricultural exemption, but he thinks there are grounds for hope that the bulk-commodity exemption could be repealed.

Watching Washington, which usually appears in this space, is on page 46 of this issue.

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L. W. MENK

Frisco's 'Ace'— Staff Research

How can railroads make best use of the 'new breed' in management — the researchers, cost experts, industrial engineers, systems-and-procedures specialists? Here's Frisco's approach, as outlined by President L. W. Menk in an exclusive interview.

Q. In making new market penetrations, what are the primary ways in which Frisco goes after new business?

A. I would say this is a united effort. Of course, the first thing you have to do is make an intelligent analysis of a number of things. How do you go about getting the business back? What do you need to get it back? What shall be your pricing policy? What is it going to take to handle it? So this involves a great number of people, skilled people—industrial engineers to cover the physical function, methods-and-procedures people for what you might call the paperwork functions, and cost accounting, obviously, to see how it affects you from a cost standpoint. Involved also is much statistical research, and traffic research to tell you the areas in which you must look —and then again the industrial-engineering people: What facility do you have to have to handle this business? So, we have staff departments, grouped under one vice president of staff who reports directly to me. It works to a degree. There's a good reason, and it's this: If he reports to the general manager or the operating vice president, although he's talented, his jurisdiction is solely in the operating department. Other departments can tell him to go fly a kite. But when they know this man is reporting to the president, I think they have some hesitancy to do this. We don't have this problem on the Frisco, but it could happen. He must be able to take a broad look at all of these things. He can't be stifled by department lines. He's got to cut across these, and he's got to have certain authority. Actually, it isn't true authority, because he doesn't tell them to do anything—but he does tell other departments what will be needed if we are going to do what he studied. Most of the projects that these staff people handle originated at the request of the line organization, which is as it should be. What is important is that top management give full support to this. This man or his people have to be able to walk into a superintendent's office and be accepted. Putting all this under a vice president doesn't insure it of success. But if you have the right kind of people we think you'll have some success in these areas.

Q. What exactly is the staff department going to do?

A. The staff department is actually made up of four different staff departments—industrial engineering, methods and procedures, cost accounting statistics and traffic research. While all of them have separate responsibilities and functions, we intend for them to get into the problems which are inherent in our total operation. Our line people who are concerned with the day-to-day operation of the railroad can't be expected to do the job of researching their activities, of improving the way they do things, of looking into all of the things that we should be looking toward.

How will the staff department do better than the separate departments were previously able to do?

A. We found that before we coordinated them under one head, their functions were being duplicated. For instance, all of them were doing cost research, to varying degrees. We're attempting to coordinate these functions and guide them so that we don't have this duplication. We think that by delegating this kind of work we can expect better results and get more

'This close look into the very guts of every operation is at the heart of what the Frisco will be in the future.'

'If a staff department is going to work in all areas, it must have the ability to cut through departmental lines on the railroad.'

'When you get right down to it, every cost is variable, if you really want to analyze it. Where, then, do you draw the line?'

cooperation from all of the line departments. I think when you have a single head, he can get the cooperation of all the departments. At least that's been our experience. We get this job done a lot more effectively than we did in the past.

Q. Couldn't this have been accomplished without the creation of a staff department as such?

A. I think so. But when you create a department at the vice-presidential level you get some authority in the department. If a staff department is going to work in all areas, it must have the ability to cut through department lines. When you subordinate staff activities to a lesser level, there is some difficulty in this regard. But here we have the vice president of staff reporting directly to the president. All departments understand that this man has the right to come in. Generally speaking, it's at the request of these people—but in any event, he has the right to come in and see, to take a look at whatever operation it is deemed advisable to take a look at.

Q. What, precisely, is the staff group's basic area of concern in Frisco's work?

A. Jointly, these people are working in areas that we would consider in the railroad business rather sophisticated. They have a responsibility to recommend new programs and to analyze programs that are recommended by others. Traffic research, for instance, gathers and analyzes data in connection with marketing, profitability, service, how to improve or how to increase our business. Industrial engineering studies physical functions. Methods-and-procedures studies the paperwork functions. And, of course, cost accounting and statistical are very instrumental in establishing standards, and for getting up the reports that allow us to check the work force to see that it's doing the kind of job we feel it should do as a result of the standards that have been set.

What are some of the specific projects on which traffic research, for instance, has helped Frisco?

A. There are a great many. First of all, I don't know that traffic research can be given the total credit for all these things. But one of the projects they zeroed in on was the establishment of the first costing-and-pricing-for-profit plan. Traffic research provided the data in the initial stages of the automobile-transportation program

which everybody is familiar with. Recently they had the assignment of trying to determine whether or not we should go into Plan I TOFC in a rather major way, and they were helpful in making an affirmative decision. Sales office locations, sales staff and territory realignment were part of their work. They are also assisting in getting traffic statistics into our computer program.

Q. What areas has your cost control program gotten into?

A. We think they ought to supply cost information, based on the best information that is available, on the establishing of competitive—and at the same time profitable—rates, on what rates are vulnerable or subject to our competition, and also on what rates are submarginal. We also have them working with the total concept of profitability in terms of change, working in the fields of abandonment of branch lines and passenger operations. They've been very helpful. In fact they will testify soon in an abandonment case. They are helpful in analyzing data concerning the profitability of certain segments of our railroad, the kind of service we have and the market we serve, the cities, the patrons and the industries, commodities we handle and the way we operate, the way we handle the traffic. They can also be helpful in calling to our attention opportunities to reduce costs—opportunities that may escape the people working at the level at which the particular operation is carried on. They also provide assistance in establishing a control system where these needs are indicated, and they supply management with whatever reports are needed for control purposes. These reports, by the way, should be as simple as possible—easy to read. Then you want to place these reports in the hands of the people who are going to do something about them. And then, of course, you want to coordinate all of this information between and among the various departments. We make an attempt to do this and to make every department understand that it does have a responsibility in the area of cost to some of the other departments—particularly the mechanical department to the transportation department, and so forth.

Q. Generally, what would you say is the most important aspect of cost control?

A. I guess I'd say, in the final analysis, to refine their activities down to reports that permit our supervision to act immediately and effectively.

Q. What about the methods-and-procedures section's role in Frisco's scheme of things?

A. Let me say this. First of all, here lately, with the work we've had to do in the installation of the 1401 7070 computer program, many of these people have been tied up in this operation and we haven't been as effective in this area as we ought to be. Prior to this we were able to do much work in the elimination, for instance, of agency forms, reports that weren't necessary or reports that could be revised to be more helpful and useful. Generally speaking, these people work in the field of paperwork. They have also been able to flow-chart the activities of our clerical force. We've done that pretty well systemwide and we've been able, we think, to become more efficient and more effective. The basic purpose isn't to cut off people. The basic purpose of this kind of analysis is to see that everybody is performing a useful function—and this is the total objective of all of this methods-and-procedures work. Work simplification is an area in which they can be most helpful. For instance, we have done a lot of work in the design of a combination waybill of lading. We have tried to eliminate as many work centers as possible. Centralized station accounting in larger stations is a program that we've carried on for about two years. It is widely accepted and it is doing what we thought it would do. Measurement of work-load at one-man stations has allowed us, we think, to intelligently evaluate the direction we should take in this regard and has assisted us in one operation to dualize 68 stations. We've also found it necessary to close station agencies that weren't productive and where the work could be handled elsewhere. Then we have perpetual car-location inventory in effect in nine of our terminals which have IBM and three that don't have. This is a joint venture with industrial engineering. Methods-and-procedures also handles performance measurement, simplified file construction, microfilming of records for storage in event of emergency, working out the proper system of reports for the handling of automobiles on multilevel cars, TOFC—things of this nature.

Q. What work has your industrial engineering group done for the various line departments?

A. We have studied every major terminal and most of what we might call the minor terminals to determine the work-load and how we could better improve the functions of the employees in those terminals. This has helped us in the reduction of costs in all of our switching operations. Industrial engineers also worked on such things as spot maintenance systems for locomotives. They have worked in the mechanical department in diesel power-assembly reconditioning. They've done some preliminary work with respect to physical functions concerning responsibility accounting. They've done a lot of work on locomotive utilization, some work on optimum freight train schedules and on improved mechanical-shop practices and procedures.

Q. Has the industrial engineering department done work in the traffic area?

A. They have been helpful in preparing brochures for prospective new industries. They have done some work in conjunction with methods-and-procedures and the other staff departments in determining the profitability of new traffic or of traffic we have been handling. They have also done some analysis on warehousing projects. And they have done work which is helpful to the traffic department in determining, for instance, the level of automobile rates by describing what it costs to handle an automobile and get it onto the car. Actually, the job is to get the information to the cost people so they can make an evaluation.

Q. How about your traffic research section? What are some of the projects in which they have been helpful?

A. I mentioned one of the things they did at the outset, which was to establish a cost-and-pricing-for-profit plan, developing data on what we could reasonably expect to charge and still make a profit and still be competitive. They provided much of the data in the initial stages of the automobile program. I know that Dick Grayson (general manager, sales) and Jack Gilliland (vice president, traffic-industrial development) have been very well satisfied with the suggestions they have made towards reorganization of the sales department with respect to location and staff and territories. Research people have also made a census of how many calls were made. I think they found that 85% of the calls were made on 15% of the customers. This enabled us to readjust ourselves to take this into consideration. They have been instrumental in the design of data-processing-

machine runs to provide traffic statistics. They made an analysis of TOFC Plan I and are continually analyzing the profitability of some transloading we do.

How successful have the staff departments been?

A. Very broadly, they have more than paid their way. The problem on our railroad is that we are not able to do enough of this type of work. This forward sort of planning needs to be done. This close look into the very guts of every operation is at the heart of what Frisco will be in the future. It is difficult to get the kind of people who are interested in doing this kind of work. Some of them you can develop. We have, for instance, one or two people who are former trainmen and they are just dandy industrial engineers, though they were not trained in this direction. We are trying to get a good mix of people from the rank-and-file. We want people who have the right kind of education for this work and people from the rank-and-file who enjoy doing this kind of work. We are going to have to continue this type of activity on a much broader base. We don't know enough about what it costs us to do business. One of the basic problems in the entire industry is this: What is the relationship of fixed cost to variable cost? How important are fixed costs? When you get right down to it, every cost is variable, if you really want to analyze it. Where do you draw the line? How much of a contribution should each movement make to fixed costs or to total costs? These are the things we don't know and which are very hard to identify. But someway we will find a way with these sophisticated machines. We think if you can get a computer that can—in the broadest sense—send a man around the world 22 times, you can find one that is going to analyze cost on a realistic basis. This is what we have to be looking for. We can't do without it. And we need men—scientific people with practical experience. They are just as important as the people who are out running the railroad.

Q. These departments can be justified in dollars?

A. I think we have justified them. I think if we really wanted to get down to the fine points and analyze all these, we could show you these people paid their way many times over.

Q. You mentioned that you've had difficulty finding personnel for these operations. How do you staff these departments?

A. Let's take industrial engineering. We have mixed practical people who enjoy this type of work and people whom we get out of the universities who are, in fact, industrial engineers. We try to keep a good ratio of industrial engineers. In the methods-and-procedures department most of the people came up through the clerical ranks on our railroad and were interested in looking behind the whys of every activity. They're people who show a certain ambition and who enjoy this type of work. Some of them have a college education and some don't. I think in traffic research that most of our men have college degrees. Some have obtained advanced degrees by going to night school or in some other way. Then we have a student-apprentice program which involves employment of a number of engineers every year from colleges.

Q. Toward what major areas are the efforts of your industrial engineering department now directed?

A. They, of course, are used in all of the departments. I'd guess that they do more work in the transportation department than in any of the others because that just naturally is where you have movement, to which industrial engineering naturally relates itself. They work on all types of problems. They have worked with engineering-maintenance-of- way, for instance, with the maintenance-of-way industrial engineers, in developing mechanized maintenance plans; and they've helped flowchart mechanical department functions with respect to maintenance and so forth.

Q. Mr. Menk, what do you think will be the future of the market-research function in the railroad industry?

A. If you believe as we do that this industry should be permitted to perform a coordinated transportation service, then I think you must find out where the market is for this kind of service, what it's going to cost you and what you should charge. Too little time and effort and money has been spent on looking to the future. It has all been devoted to selling the same product that you have been selling for years and years. Now we have to find different areas to get into to sell this product that we have. We have to evaluate what we need to do to sell the product. We need more people who are skilled in these rather sophisticated techniques in developing what the total market is and in keeping up with the growth of the country and the growth of the area which is served. So I think there is a tremendous future—at least on our railroad—for this type of activity, traffic research. It's proved that it's gotten business back for us. It's continually assisting us to locate new business and we are very hopeful—we feel confident—that it will pay for itself in all the years to come.

Q. You think marketing research would loom even larger if integrated transportation became a reality?

A. Yes, indeed it would. This is going to change the whole railroad concept of the total market. It is going to broaden the vistas of railroad systems. You're going to have to consider what the market is—and how you are going to serve it.

Q. In the same general area, Mr. Menk, if diversification into other modes of transportation becomes a reality in the railroad business, won't there have to be a rather quick market analysis of traffic that railroads have not previously handled?

A. There again, we are railroad people. If we are going to diversify, then we are going to have to get people who are skilled in the transportation area into which we diversify. All these things would involve these other activities—industrial engineering, methods-and-procedures. Good management demands that management know what it's doing.

Q. What is the outlook for traffic research in the railroad industry's future?

A. I think there is a need for it. What the railroad industry will do about it, I don't know. I know what we're going to do about it, and I know what some other railroads are doing. I think we'll become more active in this area.

Q. How about the future of industrial engineering?

A. I think it has an excellent future. Technology—if you look back 20 years ago to what you had in the way of automated tools, the tools that allowed automation, and then look at what you have now—has shown a tremendous transition. In the next 20 years I think we can expect the same. The adoption of these technological devices is a function of industrial engineering

to a great degree. We are going to have to strengthen industrial engineering activities, in my opinion, in order to keep up, to continually improve our property, to cut our costs, to do all the things that good management in every industry finds necessary. The railroad industry is just exactly like any other industry. The objectives are the same, to manufacture a product: the best product that they can produce at the most competitive price.

Q. Mr. Menk, the tendency of staff departments like these is in many ways to raise the requirements on the individual railroader's skills, his experience, his education and so forth. Isn't there going to have to be, concurrent with the activities of these people, a parallel rise in the average skill, the average educational level, really the average personnel quality of railroaders?

A. Yes. This, of course, is evolution. This has taken place since the days when the railroader was pictured as a man in a derby hat carrying a bucket of beer. We've grown up to where I think we've gained much respect in the business and social community. But railroading today puts more of a demand on the intelligence, the initiative, the perspective and the social quality of its people than it ever has in the past. This will continue to be so. Now let's don't say that everybody who goes to work on the railroad is going to have to have a college education. We have some very fine people, officers on this railroad, who have never stepped inside the halls of a college. Yet they are some of the finest officers we have. It's how they applied themselves, what they do with the brains they have, that is going to count. That counts now and it will count in the year 2063, as far as that's concerned. The standards of all of our people are increasing all the time.

Q. Speaking generally, Mr. Menk, would you estimate the most significant and important developments you see ahead for the railroads?

A. One of the things I look forward to is seeing really pure integration of transportation: that is, our ability to serve customers by giving them a complete service. Our application for a barge permit is one of those efforts. I can visualize our moving, for instance, grain from the Oklahoma territory into our barge terminal, putting it on the barge and going down the Mississippi River to New Orleans. There we would be rendering a complete transportation service. In the same way, piggyback loads could move into our barge terminals and move down the Mississippi or to some junction and be handled by our truck line. This, I think, should come in the interest of serving people. After all, the only way that any company exists is to be of service to the people who are its customers. If we can reduce the costs of goods and services by the integration of transportation, then it must be done. It's got to be done. We have said that we are willing —and we don't say this facetiously—that we are willing to pay user charges when and if they are assessed. We think this is right, and if we want to use this canal we've got to pay for it. Other areas where improvement is in the offing? I think that from a technological standpoint there are going to be tremendous improvements in motive power. These improvements will permit integral-train operation to become more widespread. We're going to start attracting a better share of the market and we will benefit as the population increases.

Q. Mr. Menk, has the special equipment that's being put to work on the railroads helped Frisco make new market penetrations and hold traffic that might have gone elsewhere?

A. Indeed it has. Of course the most glamorous innovation is the bi- and tri-level automobile car which Frisco had a hand in developing, and which has done what I think pure innovation and research is designed to do: recapture traffic we had lost. This is practically all new business insofar as we're concerned. Our revenues reflect it—this type of business, plus piggyback, is now making a major contribution of about $800,000 a month to our revenues. Special equipment has done something else that's surprising. No longer can you look at carloadings and assess their value in terms of dollars based solely on this criteria. As cars get bigger, through incentive rates, we're able to load them heavier and increase revenue and thereby increase earnings per car. Take the case of our 100-ton center-flow covered hoppers. They're handling twice what a covered hopper formerly handled. This has been good for us. It has opened up new markets, and it's going to continue to do it. The Southern's Big John car is another example. I think we really are headed in the right direction. There's only one danger, and that is that we could innovate ourselves out of some of these gains by obsoleting a perfectly good car fleet with this new type of equipment.

Q. Would you hazard a guess as to what railroad equipment rosters will look like in the next decade?

A. Only to say that there are going to be fewer cars in the fleet and they will be of substantially different design. There'll be fewer cars but they'll cost more money. This trend is going on now and I think it will continue. There'll be better utilization. Actually, the new cars may not all cost more money. I've always had an idea, and this is my own idea, that one of these days somebody will develop a car with a very sturdy underframe—such are being developed now, for instance—a cushion underframe, but with a highly depreciable superstructure, maybe a plywood box. Of course containerization is just another form of this. I have been preaching for a long time that you don't need a big, heavy, strong, steel superstructure on a cushion-underframe car. And maybe we'll be able to get into some plastics like the plastic tank car recently announced by North American.

Q. What's your reaction to the variable per-diem scale which will go into effect Jan. 1?

A. I don't know whether it's going to help the car situation or not—but certainly $2.88 a day for cars costing $20,000 isn't very realistic. Certainly I think the variable per-diem is a more realistic approach.

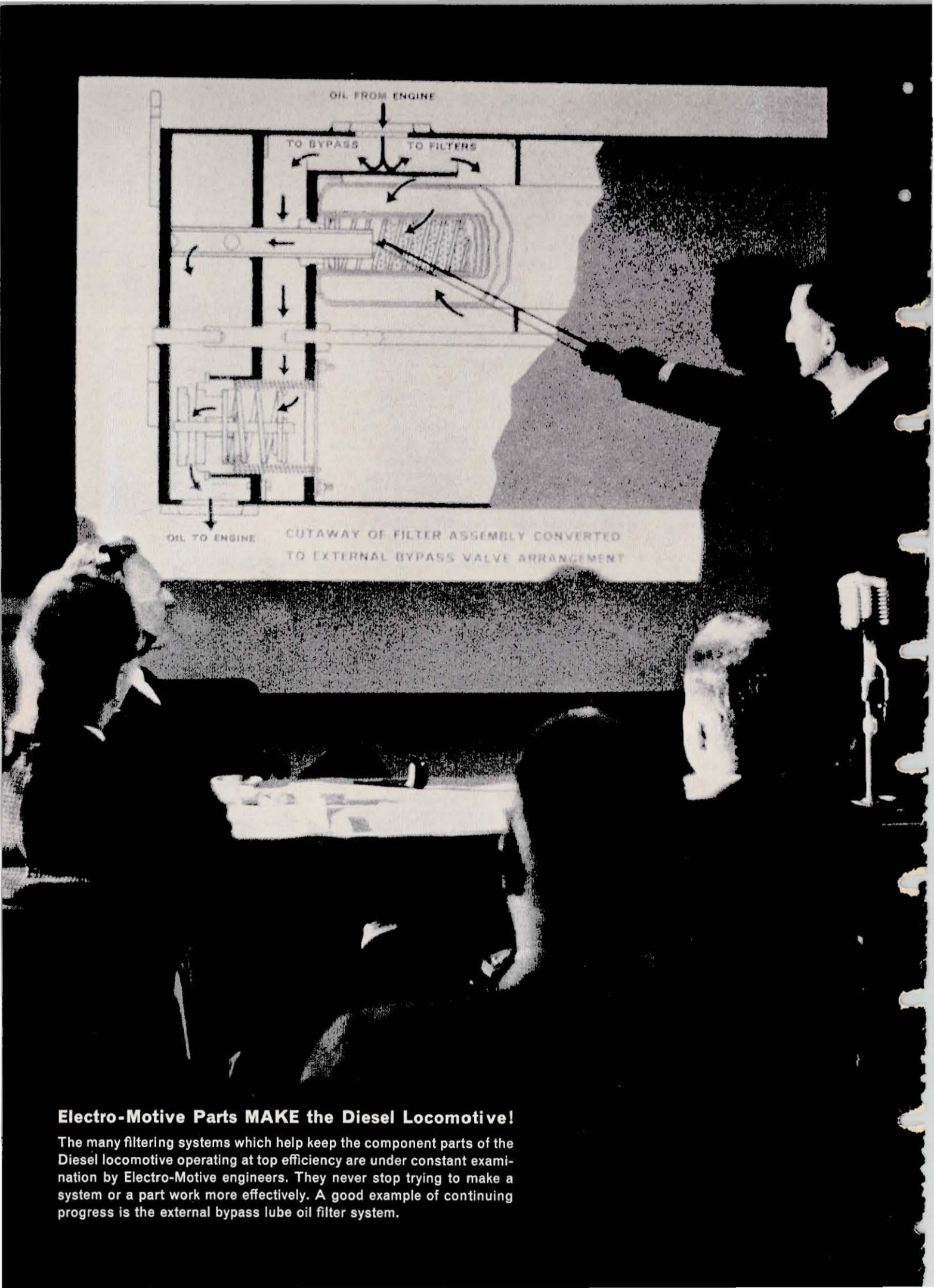
L. W. Menk: President at 44

Little more than 20 years ago, Louis W. Menk joined the Frisco as a telegrapher at Tulsa, Okla. Last October, at 44, he was elected president of the railroad.

A Coloradoan, Mr. Menk had been with Union Pacific for three years (as messenger and telegrapher) before joining Frisco in 1940.

He moved quickly up through the ranks in Frisco's operating department to assistant general superintendent of transportation, to assistant general manager and, in 1956, to general manager.

He was made vice president and general manager in September 1958 and served as vice president, operations, from July 1960 until his election as president.



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PEOPLE IN THE NEWS

ASSOCIATION OF AMERICAN RAILROADS.—Fred G. Seig, assistant to vice president, retired May 31, after more than 40 years of railroad service.

ATLANTIC COAST LINE.—L. R. Biven, general freight agent, Jacksonville, Fla., appointed eastern traffic manager, New York, succeeding **S. J. Eldredge,** who retired June 3. **A. M. Daniel** appointed assistant to freight traffic manager and **J. P. Taylor, Jr.,** named assistant general freight agent, both at Jacksonville. **K. H. Clark** appointed general agent, Ocala, Fla., succeeding **J. E. Patterson,** who retired June 5.

BALTIMORE & OHIO.—Has realigned its transportation department. **James H. MacAnanny,** general superintendent of transportation, Baltimore, named to the newly created post of general manager of transportation—system, reporting to **Charles E. Bertrand,** vice president—operation and maintenance. **Galen S. Harris,** general manager, Eastern region, appointed manager of transportation—system.

Regional managers named are: **John Edwards,** Eastern Region, Baltimore; **Richard G. Rayburn,** Central Region, Pittsburgh; and **Arthur W. Conley,** Western Region, Cincinnati. Mr. Edwards was formerly assistant general superintendent of transportation, Baltimore; Mr. Rayburn was superintendent, Toledo-Indianapolis Division, Dayton, Ohio; and Mr. Conley was general manager, Cincinnati. **Chester T. Williams,** general manager, Central region, Pittsburgh, will retire because of ill health, after more than 44 years with the B&O. **Richard H. Priddy,** superintendent, Ohio-Newark division, Cincinnati, transferred to the Cumberland division, Cumberland, Md., succeeding **Harry I. Walton,** who succeeds Mr. Priddy at Cincinnati. **Andrew F. Huber,** superintendent of car distribution and utilization, Baltimore, succeeds Mr. Rayburn as superintendent at Dayton.

Gordon A. Volkers, manager of transportation, Baltimore, named superintendent train and terminal operations. **Thomas J. O'Connell,** general supervisor terminals, B&O Chicago Terminal, named assistant superintendent train and terminal operations.

Other appointments are: **Jack C. Humbert,** superintendent of coal transportation and power utilization; **William G. Moore,** superintendent car distribution and utilization, and **James H. Carter,** administrative assistant to general manager of transportation.

BURLINGTON.—R. W. Richards, district storekeeper, West Burlington, Iowa, transferred to Aurora, Ill., to replace **W. R. Rieke,** who retired May 31. Mr. Richards' successor is **M. R. Fitch,** assistant district storekeeper, Havelock, Neb.

CANADIAN NATIONAL.—Patrick J. Welsh, branch manager—freight sales, Toronto, Ont., appointed Calgary area sales manager, succeeding **G. D. Wood,** transferred.

Wilbert M. Shook appointed general materials supervisor, Prairie and Mountain regions, Winnipeg, Man., succeeding **A. D. Lang,** transferred to a similar post at Montreal.

Lawrence Worobey, assistant superintendent of equipment, Saskatoon, Sask., promoted to superintendent of equipment, Hudson Bay Area, Dauphin, Man., succeeding **Bernard Gasior,** transferred to the Saskatchewan Area, to replace **J. L. Smith,** retired. Mr. Worobey is succeeded by **A. V. Mills,** who was assistant supervisor of motive power, Winnipeg.

CHICAGO & WESTERN INDIANA.—Michael F. Hill named manager labor relations, Chicago.

CHICAGO TRANSIT AUTHORITY.—L. Gordon Anderson, superintendent of rapid transit shops and terminals, appointed superintendent of shops and equipment, to replace the late **Joseph N. Jobaris** (RA, June 3, p. 30). **Lester H. Reichard,** superintendent of Skokie, Ill., shops, succeeds Mr. Anderson.

ERIE-LACKAWANNA. — William J. Stumpf, freight traffic manager, New York, appointed assistant vice president—rates, Pier 7, North River.

Loyal R. Henderson, division engineer, Youngstown, Ohio, appointed assistant engineer maintenance of way, Cleveland, Ohio. **James K. Weikal,** division engineer, Salamanca, N.Y., transferred to Youngstown. The Allegany-Bradford-Meadville and B&SW and the Mahoning divisions were consolidated on June 1, with headquarters at Youngstown. Personnel will be under jurisdiction of Mr. Weikal. **Francis J. McMahon** appointed resident engineer, Youngstown.

George V. Milanoski, assistant signal supervisor, Buffalo, N.Y., promoted to supervisor communications and signals, Buffalo division. Abolished position of division engineer, master carpenter, supervisor communications and signals and communications supervisor on the Allegany-Bradford-Meadville and B&SW division at Salamanca, N.Y.

Francis E. Navin, division superintendent, Huntington, Ind., transferred to the Mahoning-Allegany-Meadville division at Youngstown, Ohio. **W. F. Wilson,** division superintendent, Salamanca, appointed superintendent—special studies, Cleveland.

FRANKFORT & CINCINNATI.—Luther H. Lemley appointed general manager, Frankfort, Ky.

FRISCO.—R. A. Hagenhoff, C. E. Marquardt and **J. L. Gentry** appointed methods analysts, St. Louis.

GULF, MOBILE & OHIO.—Ernest J. Vohs, district freight agent, New York, retired June 1 at his own request.

ILLINOIS CENTRAL.—Henry F. Davenport, assistant to chief engineer, Chicago, and **William F. Geserick, Jr.,** manager of mail, baggage and express, Chicago, named assistant superintendents, Iowa division, Waterloo, Iowa, and Memphis division, Memphis, Tenn., respectively. **Buford J. Screws,** assistant superintendent of stations, replaces Mr. Geserick. Mr. Davenport's successor is **Thomas D. Wofford,** staff engineer, Chicago, who in turn is replaced by **Herbert F. Longhelt,** division engineer, Memphis. **Newell R. Forbes,** special engineer for Barkley Dam project, succeeds Mr. Longhelt, and in turn is succeeded by **Harold L. Read,** special engineer, Chicago.

John F. Belt, assistant land and tax commissioner, Chicago, named land and tax commissioner there, to succeed **Charles J. Riley,** who retired May 31.

LEHIGH VALLEY.—Charles G. Labus, freight traffic manager, New York, appointed freight traffic manager—staff there. Mr. Labus will be in charge of marketing, research and special equipment. **John H. Schmid,** manager of piggyback sales, appointed superintendent

James H. MacAnanny
B&O

Galen S. Harris
B&O

John Edwards
B&O

Richard G. Rayburn
B&O

Arthur W. Conley
B&O

Henry F. Davenport
IC

Wm. F. Geserick, Jr.
IC

John F. Belt
IC

John F. Nash
NYC

A. W. Laskoske
NYC

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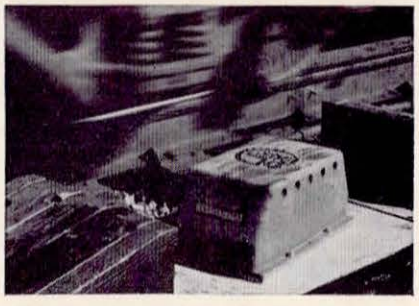

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—piggyback, New York. Mr. Schmid will coordinate the development of sales efforts and opportunities for piggyback freight service.

Charles D. Rockhill, district freight agent, New York, retired. **William H. Coachys,** assistant western freight traffic manager, Chicago, promoted to western freight traffic manager there, succeeding **E. G. Siemon,** retired. **John M. McGovern,** Canadian traffic manager, Toronto, Ont., promoted to Central freight traffic manager, Buffalo, N.Y. **Walter H. Finch,** commercial agent, Toronto, succeeds Mr. McGovern. **Claude E. Starr** named assistant general coal agent, Buffalo. **John J. Kiernan,** freight traffic manager, New York, appointed eastern freight traffic manager there. **Thomas C. Richardson** named district freight agent, Philadelphia, Pa., succeeding **Samuel E. Dougald,** retired. **Gerald R. Murphy,** general agent, San Francisco, appointed assistant freight traffic manager, Pittsburgh, succeeding **George E. Bartley,** named assistant freight traffic manager, Bethlehem, Pa. **James J. Ogle** replaces Mr. Murphy. **James J. Donohue,** assistant general freight agent, promoted to general freight agent—rates, New York.

The following general agents were appointed: **Max W. Bruch,** Chicago; **Harry R. Stites,** Memphis, Tenn.; **James H. Clem,** Kansas City, Mo.; **Joseph J. Ford,** New Haven, Conn.; **William F. Remo,** Albany, N.Y., and **Michael E. McGreevy,** New York.

NEW YORK CENTRAL.—**John F. Nash,** vice president—operation, promoted to the new position of senior vice president, with systemwide responsibility for promoting the NYC's interests in 50 subsidiary and affiliated companies, including development of the road's coal lands. **A. W. Laskoske,** vice president and general manager, **Indiana Harbor Belt** and **Chicago River & Indiana,** NYC affiliates, succeeds Mr. Nash.

SANTA FE.—Effective June 10, headquarters of the Mechanical Department, Eastern Lines located at Argentine, Kans. Mechanical superintendents at Chicago and Topeka, Kans., and general master mechanic at Newton, Kans., transferred to Argentine. **William D. Major,** supervisor of mechanical training, Topeka, retired May 31. **Glenn E. Rodgers,** supervisor of diesel instruction car, Chicago, advanced to general supervisor of mechanical training, Topeka. Mr. Rodgers' successor is **John M. Culbertson,** assistant supervisor of diesel engines, Needles, Calif., who has been named supervisor of instruction car, Topeka.

D. W. Teel appointed general transportation inspector, Topeka.

Supply Trade

Anthony Cihal, Jr., has been named a sales engineer by **L. B. Foster Company's** Pittsburgh office.

Joseph B. Mosteller, Jr., has been named assistant sales manager, Container Division, **Haveg Industries, Inc.,** Wilmington, Del. Mr. Mosteller was formerly district sales manager, Industrial Packaging Department, American Viscose Corp., Memphis, Tenn.

OBITUARY

Raymond D. Cummings, 70, who retired in December 1960 as manager of purchases and stores, **Delaware & Hudson,** died May 27 at his home in Cohoes, N.Y.

RAILROADING AFTER HOURS WITH JIM LYNE

AUTOMATION—HOW MUCH, HOW SOON?—"To build a completely automated railway, untouched by human hands, would not require a single new invention nor a major breakthrough in technology. Every component device that is necessary is already in being today." So declared Karl Ruppenthal, director of Stanford University's Transportation Management Program, at the recent annual meeting of ICC Practitioners.

LYNE

One of the places where more automation (i.e., "computerization") has been urged upon the railroads is the sector of freight service pricing. Widely experienced Deputy Commerce Undersecretary Plowman recently observed that: "Pricing of railway freight transportation is much too complex. There are too many freight rates—trillions of them. Many freight rates lack relation to any yardstick such as mileage or cost of transportation—hence can only be put in a computer in a one-by-one manner."

To make it easy to quote freight rates, and to compute charges, the ideal form for them would be a simple algebraic formula. But would such a simple rate satisfy the regulators, or the shippers—or the railroads themselves?

DILLIES IN PLACE NAMES—Strange names of stations and communities keep coming my way. Here are a few—all good Santa Fe places—from George Grader, AT&SF public relations representative at Amarillo: Bush Pit (Ariz.); Avocado and Garintee (Cal.); Citizen's Track and Pretty Prairie (Kans.); Quirk and Wagon Mound (N.M.); Gluck, Gotcher, Muleshoe, Sea Breeze and Youens (Tex.).

Walter Jackson, head of C&O advertising, tells me there's a Bum Pass and a Maiden's Adventure on his railroad. WP's Warren Brown calls attention to Dry Prong in La. Nobody has yet satisfied my curiosity as to who hung the prefix "great" onto Barrington, Mass., and why. And who answers the question "What Cheer?" in Iowa.

SENIORITY FOR STUDENTS—These fellows who try to hold their seniority in operating jobs—while taking leaves of absence to attend school—really have quite a time. One lad tells me he got his summons to report for duty as a fireman during last fall's Cuban crisis, and he had a 30-day deadline in which to get on the job. If the leeway had been 33 days, he'd have been under the wire, but the call to active duty came at a critical time in the school calendar—so he lost his whiskers on the firemen's roster.

I don't have enough information to decide in my own mind whether leniency in these cases is a sound policy or not. What I do suspect is that the leave-of-absence rules are usually made up without bearing these students in mind. And, here and there, it might be either possible or desirable (maybe both) to work out some rules which would take care of such cases (provided, of course, that the student-employees gave evidence of superior ability).

WHAT INDUSTRIES ARE PROSPERING?—For many years I've looked forward to the tabulation of corporate earnings in the April issue of the monthly economic bulletin of the First National City Bank (NY)—a compilation which shows the rate of return on net assets of all important U.S. industries. I keep on looking—hoping that, some year, the railroads will occupy a position elsewhere than at the bottom of the list. But I was disappointed again for 1962—railroad return on net assets being the lowest of any industry, 3.3% (although some improvement over 1961).

I hear people saying all the time that "all common carriers are in trouble." Not according to these bank figures, they aren't. The common carrier trucks earned 16.2%. Airlines and shipping each earned over 6%. The utilities earned 10%. Coal mining's rate was 7.5%. Aircraft and "space" manufacturers' profit ratio was almost 13%. Drug and medicine people turned in almost 18%. Read 'em and weep.

These figures have never been seriously questioned that I've ever heard of. The only people in the country that ignore them, apparently, are the boys who do the speech writing for the union brothers. They keep on insisting the railroads are doing just fine, despite completely contrary evidence. There's faith for you—in reverse. Whatever management says—it can't be so.

Traffic-Operating Coordination Urged

Merger or reassignment of sales and operating responsibilities are proposed in a report which members of the Superintendents Association will be studying at this week's Chicago meeting.

The freight salesman is judged on his ability to put business on the railroad, the trainmaster and superintendent are judged by their ability to cut costs—and there's a strong suspicion that the two sets of standards just aren't compatible as ways of hitting the ultimate railroad objective: increased profit.

Members of the American Association of Railroad Superintendents, meeting this week in Chicago, will be taking a close look at the problem of coordinating the sales and operations functions. They'll have before them a report suggesting a merging of the two responsibilities and proposing ways of reassigning them "so as to motivate unified action."

● **Purpose: profit.** An AARS committee headed by C. W. Hoppe, of Peat, Marwick, Mitchell & Co., starts with the premise that "the railroad's purpose is to make a profit, not to generate revenue or to cut costs, [and] to do this job well, it is important that responsible railroad officers develop a profit orientation."

But, the group's report notes, this theory sometimes falls apart in practice—mainly because of the division of responsibility between the men who make the product and the men who sell it.

Cooperation, the committee declares, is vital. One example: Suppose the traffic department asks for additional service or new special equipment to win new business (or retain a movement). Before honoring the request, "it is important to determine if the business involved . . . justifies the additional cost involved." Sales personnel, the committee says, should be able to determine the revenue; operating officers can figure the additional out-of-pocket cost. These factors can then be compared "and a profitable decision made jointly. If the movement is profitable, it is wrong to turn it down. If it is unprofitable, it is equally wrong to carry it out."

● **Equal values.** Then comes the committee's basic point: "The value of traffic officers' developing an appreciation of the costs of the services offered is only equaled by the value of operating officers' developing an appreciation of the revenue derived from them."

How can this broader realization of revenue-cost relationships be worked out? "One of the best ways," Mr. Hoppe's committee says, "would be in the cross-training of operating and sales personnel."

The group sees some value in the conference method of instruction—but "actual on-the-job experience and responsibility for six months to a year would develop a far better understanding of the problems facing the other department. Under this plan, a potential superintendent would be assigned on a temporary basis to a sales office as a salesman. Likewise, a potential sales manager would be assigned to work with a trainmaster. . . . Both would learn a great deal from the experience, and a profit-orientation should result."

● **Judgment conflict.** Even this cross-training, however, "will not insure full coordination," so long as salesmen and operating personnel are judged on conflicting standards.

"Perhaps the ultimate step in coordination of operations and traffic," the committee declares, "would be the combination of sales and operating responsibilities at the local level and, perhaps, on a system-wide basis."

Frisco, the committee notes, "reports success with the designation of superintendent-sales manager on certain divisions. Another railroad places a regional sales manager on the regional manager's staffs. The idea has intriguing possibilities and should be further explored."

The old—but still current—complaint that the salesman sells one thing and the operating department delivers something else might be eliminated, the committee believes, if greater coordination were possible.

● **Combined responsibility.** "Placing responsibility for generating revenue, as well as responsibility for controlling costs, in the same department," Mr. Hoppe's group contends, "should greatly reduce shipper disappointments, friction within the railroad—and the trainmaster's time explaining why the railroad did not perform as the shipper expected. At the same time, it should have a beneficial effect on the service offered and on the amount of traffic secured."

The committee recognizes the problems involved—among them the task of finding individuals capable of doing both jobs well: "It will not be easy for

'Every Superintendent a Traffic Man'

One of the leaders in the movement—recommended by a Superintendents Association report—to coordinate sales and operating responsibilities has been Frisco, which turned its 549-mile Central Division over to a superintendent-district sales manager Jan. 1, 1960.

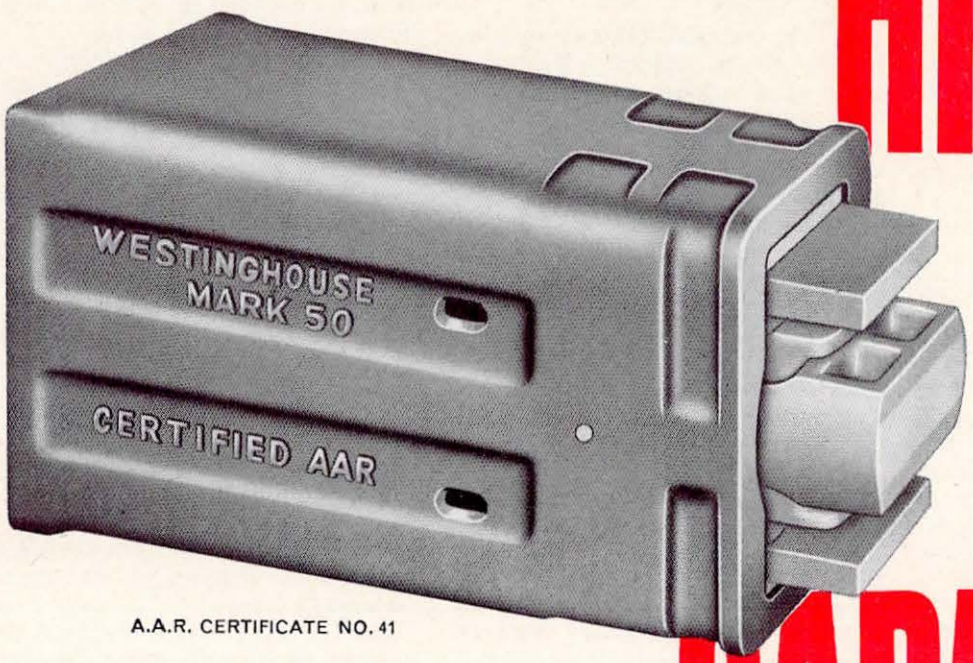
First man to hold the dual job was Joe F. Christian. He found it personally and professionally rewarding—"It's been the most valuable experience I've had on the railroad," he told Railway Age a year and a half after he took on the added responsibilities (RA, June 5, 1961, p. 12).

Frisco has kept the movement going—and intends to push it hard in years ahead. Here's how President L. W. Menk outlined his railroad's aims:

"One of our objectives is that someday every officer—every superintendent, that is—will have had some traffic experience. I don't think superintendents can administer their operation unless they know something about the product that we have to sell and how you go about selling it. We believe that actually there should be no separation [of operating and traffic responsibilities]."

The railroads wanted

HIGHER CAPACITY



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many life-long operating men to effectively assume sales responsibility in the territory nor would it be easy for many sales officers to take responsibility for the efficient operation of the railroad. Before these functions are consolidated, the personnel to bear these enlarged responsibilities must be carefully selected and trained in their new responsibilities. Realistically, it must be recognized that not all of the existing officers will be able to qualify for the enlarged positions."

● **Alternative plan.** If personnel problems prove too difficult, the committee notes, "an alternative would be to redefine the organization into responsibility centers in similar fashion to that used in industry.

"Those railroads having standard cost systems, for example, could develop standard costs for each operation produced. These operations could then be 'sold' by the operating department to the sales department. The sales department would order, or 'buy,' only those operations they could expect to sell to shippers since they, in turn, would be expected to show a profit on their sales. The operating department would be motivated to operate efficiently because their 'sales' would be made to the sales department at standard costs and their 'profit' or 'loss' would be the variance between their actual costs and the standard costs.

"Those railroads not on a standard cost system could use the variation developed by one railroad. In this case, the costs of any additional or special service are developed and then 'charged' to the sales department.

● **Cooperation required.** "With or without the formal assignment of responsibility for sales to operating officers, the fact remains that more of those factors which influence shippers to use one carrier or another are under the control of the operating department than under any other department. Operating officers, by their actions, assume much of the actual responsibility for the amount of business the railroad handles. If this amount is to be increased, operating and sales officers must cease thinking along strict departmental lines and cooperate in deeds as well as in words."

Mr. Hoppe's committee doesn't ignore sales opportunities for operating personnel, even under today's fragmented-responsibility system:

"One of the most effective groups for selling or unselling a shipper on using the railroad are the train and yard crews. This includes not only how they handle their trains, with the resulting effect on schedule dependability and on lading loss and damage, but also their attitude toward the company both on and off the job. To a great extent, the attitude of these employees is the result of their relationship with local operating officers. The superintendent has working for him far more potential railroad salesmen than do most vice presidents of traffic.

● **Sales potential.** "Another very important potential sales force is the local operating department supervision. The local agents, yardmasters and trainmasters make decisions daily which have an important effect on local shippers and receivers and which can cause a shipper to stay with the railroad or seek other carriers to handle his business. These people must be made aware of their sales responsibility. In addition, these men and the local superintendents are usually the leading railroad representatives in their communities, and to a large extent the community will judge the railroad by these individuals."

Local problems

Problems involved in maintaining good local-level relationships involving employees and supervisors (and thus promoting good employee attitudes toward the company) will get another look in a report prepared by a committee headed by J. A. Craddock, general manager, Jersey Central.

Mr. Craddock's group arrives at two main points: that management-labor problems should be settled where they arise, if at all possible; and that operating officers should recognize the value of close cooperation with the company's labor-relations department.

● **Local labor problems.** Most problems, the committee points out, start at the ground-supervision level—and, unfortunately, "the point where communications should be the easiest to maintain is often the point where the channel is blocked. This stoppage then has its effect all the way to the top, as each grievance becomes a personal matter where neither side is inclined to back away."

Grievances and time claims, the committee declares, should be handled at the lowest possible level—promptly and effectively. When this is done in a grievance case, "the employee knows his case is being considered and he has that much more respect for his supervisor—based on two propositions: that his immediate supervisor is interested in his complaint and will give it consideration; and that his immediate supervisor has the authority to consider and handle the matter."

If local supervision can decide the issue, "they should do so, telling the man accordingly with full reasons for their declination, if such is the decision. They should be willing to discuss the matter and the reasons for their declination if such is the desire of the grievant or his representative. Those matters not within the jurisdiction of local supervision should be referred to the next in command for decision, advice or opinion, and the individual involved should be told that he will be advised of the decision when received.

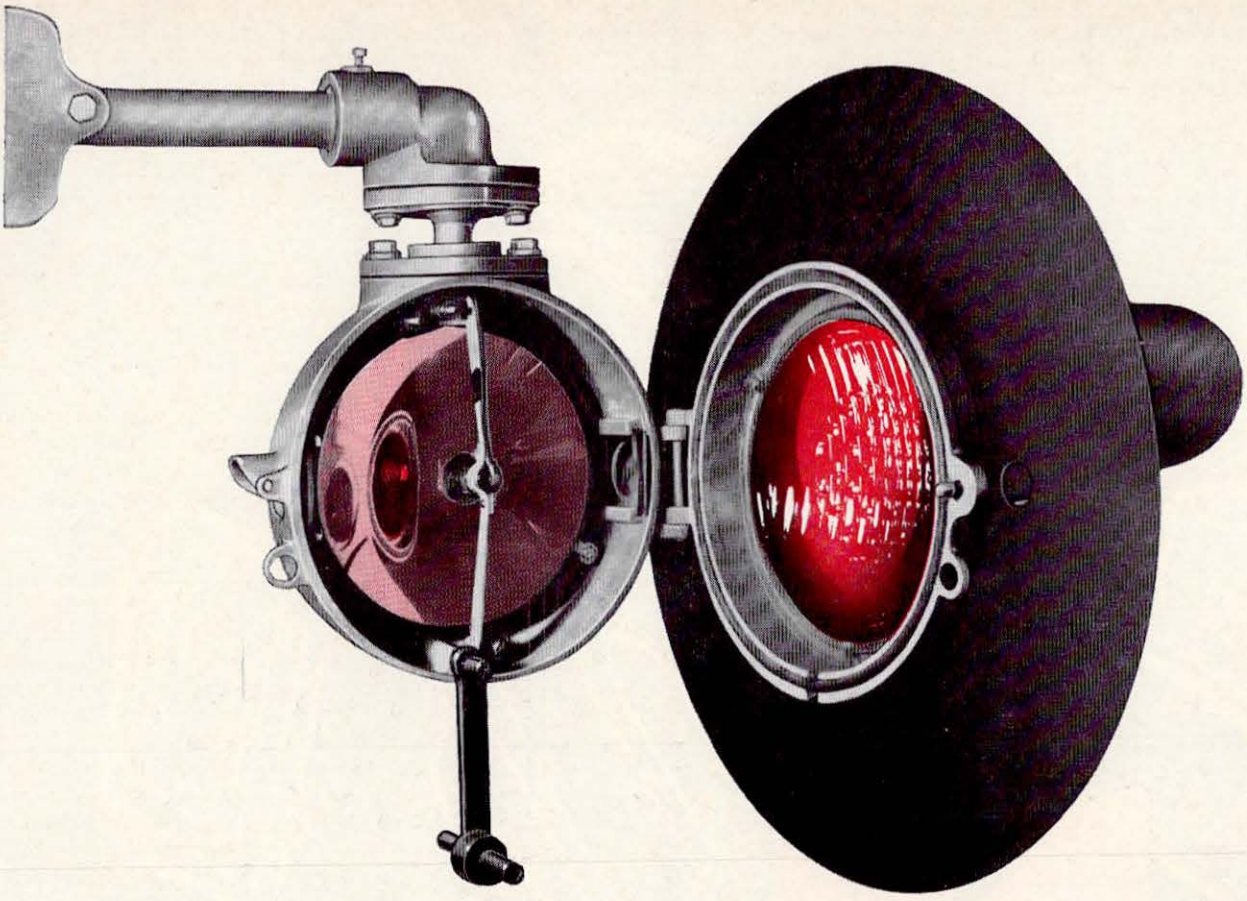
● **Time-claim procedures.** "The same thoughts are applicable to handling time claims. Respect is engendered and bitterness does not arise when claims are handled by the first officer receiving them. Additionally, they can be disposed of with the maker and many times they will be withdrawn or compromise effected. Conditions complained of, forming the basis for the claim, can best be corrected early in the initial handling with the least amount of cost and animosity."

● **Management cooperation.** Then the committee gets to the problem of cooperation between operating and labor-relations officers—with the comment that "the desirability of close cooperation between superintendents and labor-relations departments cannot be too strongly stressed."

In effect, the group points out, labor relations "operates for the superintendent much as the general chairman operates for the members of his organization. The labor-relations department is the 'griever' for the management. Without full cooperation, the labor-relations department cannot do the job for which its personnel are appointed and paid."

Each department, Mr. Craddock's group emphasizes, "has problems peculiar to itself—and it can only be through an exchange of the details of these problems that the necessary efforts can be coordinated so that action may be taken to protect the interests of the carrier, which are paramount to the individual interests of the labor-relations staff or the operating officers. Management does not operate the railroad in order to make jobs for labor-relations officers, but on the other hand neither does management establish such a department and then expect the operating officers to ignore these specialists and refuse to utilize the services they make available."

Other reports which AARS members will consider during their three-day meeting (June 11-13) concern "The Superintendent's Yardstick for Measuring Performance," by a committee headed by E. T. Rose, superintendent, Grand Trunk; "Piggyback Terminal Operations and Costs," A. R. MacDonald, assistant to the general manager, Burlington, chairman; and "Ways and Means of Providing Dependable Service through More Effective Coordination between Railroads," A. H. Hasselbring, executive secretary, St. Louis Superintendents Association, chairman.

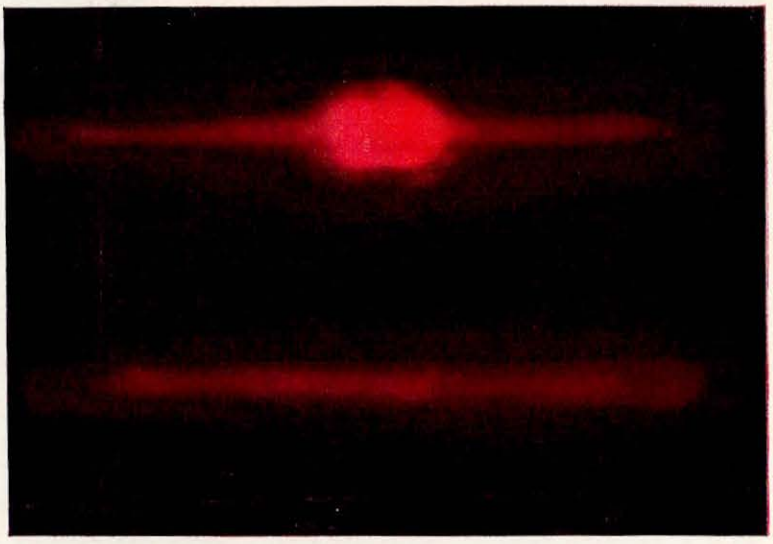


NEW HC-100 HIGHWAY CROSSING SIGNAL gives brighter indication, better protection and lower maintenance

The new longer range, higher intensity beam provides a more arresting warning for modern high-speed highway crossings without sacrificing close-up indication. The brighter beam is just one advantage of the new WABCO HC-100 Railroad-Highway Grade Crossing Signal. The new signal has been completely redesigned from the improved roundel to the combined junction box cross arm. It's light in weight, maintenance is low, and adjustments are easy.

The cross arm, lamp units, and signs are all made from corrosion-resistant aluminum die castings which result in a 75% weight reduction. One man can easily install the HC-100. A ball and socket joint gives greater horizontal movement to cover difficult highway approaches, and allows all adjustments to be made from the rear of the unit. This, combined with a new sighting arrangement, allows one man to quickly and easily make all adjustments.

The HC-100 is compatible to all existing Union cross arms and, with adaptors, to cross arms of most other manufacturers. This universal design allows stocking a single lamp unit for all replacement needs. The wattage and voltage of the units are the same as for existing units. For more information, write for U.D. 302.



Notice the brighter intensity at the center of the beam from the new HC-100 Crossing Signal (at top of picture) as compared to previous unit.

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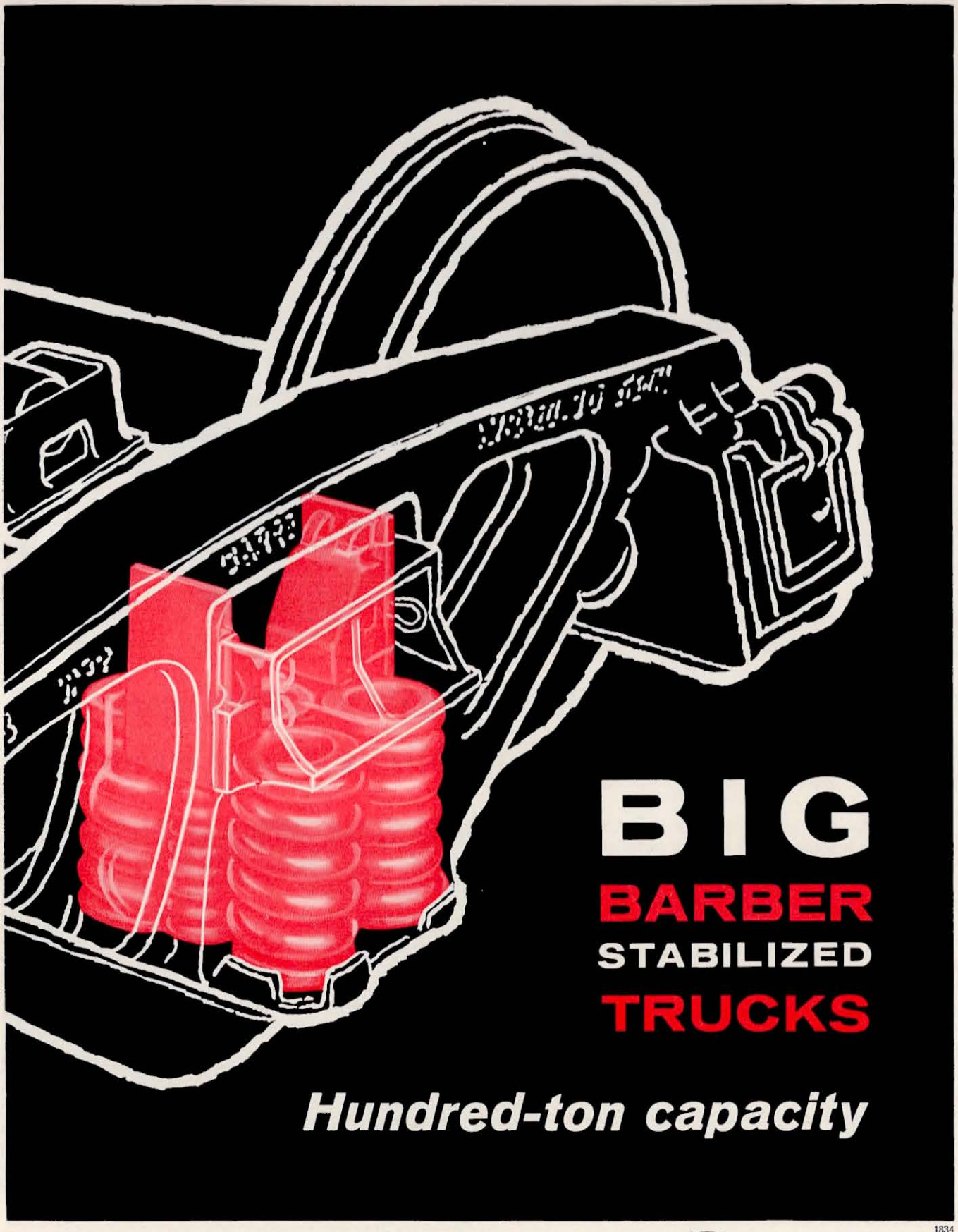

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Alco Delivers First Century Locomotives

The Erie-Lackawanna has received the first three of 15 new Alco locomotives it will operate 18,000 to 20,000 miles monthly in high-speed freight service between Marion, Ohio, and the east.

Last week the Erie-Lackawanna put into service the first three of 15 new Alco 2,400-horsepower Century 424 locomotives. The four-axle four-motor high-speed units are hauling priority mainline freight between Marion, Ohio, and New England and the New York metropolitan areas.

The 15 units will replace 36 locomotives of 1,350 horsepower each, built in 1944. "Although they'll be doing basically the same job," said Milton G. McInnes, president, Erie-Lackawanna, "the smaller number of these high-horsepower, modern-design locomotives will enable us to operate longer distances with fewer terminal handlings and service requirements than with the older locomotives. The result should be increased dependability of service, improved on-time performance and greater economies in both operating and maintenance costs. We expect the locomotives will pay for themselves in five years of operation."

All locomotives in the order will be delivered in June. The 15 Century locomotives, costing approximately $3,000,000, are to be operated in three-unit 7,200-horsepower consists to haul trains of approximately 100 loaded cars, replacing five-unit consists of the older power. Principal cargo is piggyback freight, new automobiles either on highway trailer or multi-level cars, forwarder freight, general merchandise and perishables.

The Century locomotives will haul two eastbound and two westbound high-speed freight trains every day, with running time of about 22 hours. Each of the new locomotives is expected to operate 18,000 to 20,000 miles per month, a high figure for freight locomotives, Mr. McInnes said.

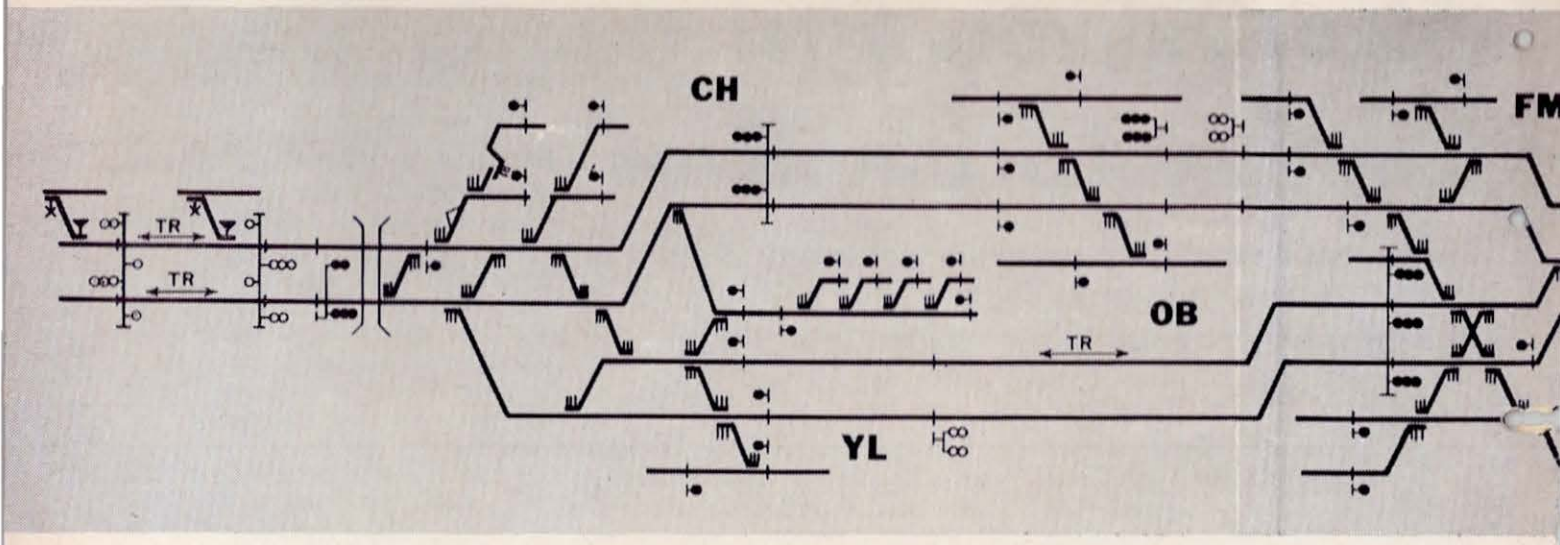
Eastbound trains will travel from Marion, Ohio, to Jersey City in serving the New York area, and to Maybrook, N.Y., to connect with the New Haven in serving the New England area. Westbound trains return to Marion where other locomotives will be substituted for the remaining trip over Erie-Lackawanna tracks to Chicago.

Mr. McInnes said the Century locomotives would not operate west of Marion because they will be the line's "work-horse" locomotives and will not be needed over the relatively flat terrain between Marion and Chicago.

"Our purchase of the new Century locomotives marks the first addition to our motive power fleet since the merger of the Erie and Lackawanna railroads in 1960," Mr. McInnes said. He noted that both railroads had completed the transition from steam to diesel-electric locomotives by 1954 and were among the first in the East to replace steam by diesel-electric power.

The three Erie-Lackawanna locomotives delivered last week are the first of the Century units to be produced. Alco introduced the series early this year (RA, Feb. 4, p. 16), announcing that they "are designed to replace aging locomotives with more power at less cost than previous models." In announcing the new series on January 29, Alco's president, William S. Miller, said, "From 5,000 to 6,000 present units will require replacement within the next five years." Besides the Century 424 model, two other models, the Century 420 and the 624, were announced on the same date.

FIRST ALCO CENTURY LOCOMOTIVE is shown during inspection by W. G. Carlson, chief mechanical officer, E-L (left) and W. F. Lewis, executive vice president, Alco. The 2,400-horsepower unit has a pressurized engine compartment.



P&LE Cuts New Interlocking into

The road has consolidated the controls of two interlockings at one control point using a solid-state system which costs less and works faster than a comparable relay-coding system.

Pittsburgh & Lake Erie recently cut its CH interlocking into service in 13 minutes—and switched over to a single control point to handle several separate interlockings which formerly were controlled from two points at McKees Rocks, Pa.

A signal maintainer changed six plug couplers and the transfer was effected. Full operation was maintained, without delay.

● **Control from two towers.** Until single control was put in at MA (the yard office at McKees Rocks), interlockings in the area were controlled from CH and FM towers. CH, at the east end of the town, also handled YL and OB interlockings; FM, near the west end of the McKees Rocks operation, also handled MR, K and WE, three plants located beyond the west end. MA was selected as the new control point because the yard office had space available for the solid-state equipment and the control machine, and because it is centrally located, midway between CH and FM interlocking towers. Also, the move would make it possible for the MA operator to handle telegraph messages formerly handled by a part-time operator at the office.

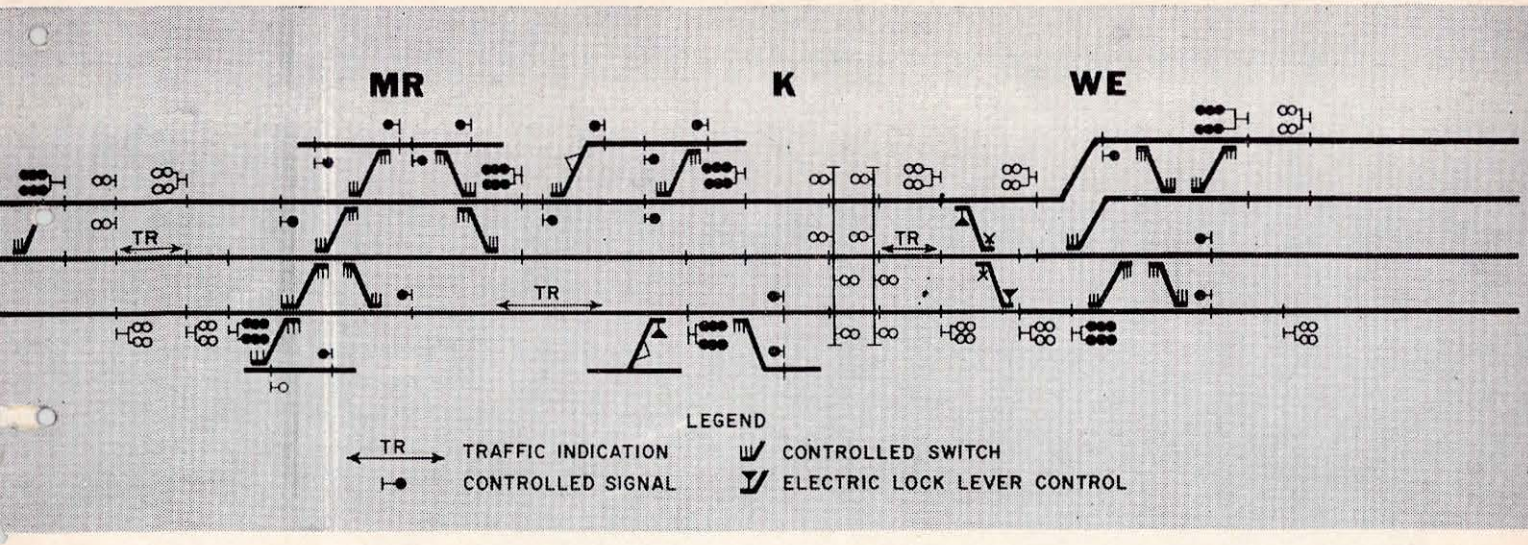
The CH machine controlled 10 crossovers, 10 turnouts, 2 traffic (levers), 22 signals and 1 electric lock. Traffic through its plant in a typical 24-hour period averages 101 movements. The fast cutover of CH interlocking was made at 8:45 a.m. on May 1, about 90 days after an order had been placed with Noller Control Systems, Inc., of Richmond, Calif., for the solid-state control system.

The other part of the consolidation project involved the rewiring of the FM machine and its removal to MA. As with the CH operation, a solid-state system was installed to handle controls and indications between the new location of the FM machine at MA and its former location at FM interlocking tower. The FM interlocking consists of 20 crossovers, 8 turnouts, 41 signals and 2 electric locks. Traffic through this plant, in a typical 24-hour period, averages 85 train and engine movements.

● **Solid-state system.** A solid-state control system was chosen because of the lower initial cost, higher speed of operation, greater coding security (less chance of error with special self-checking code) and fewer moving parts (less maintenance) than a comparable relay-coding system offered. Further, the system continuously supervises itself so that the operator knows that the entire system is functioning. Other factors favoring the solid-state system were its space-saving design with modular construction for ease of maintenance and quick trouble-shooting, and the 30-day delivery time from the manufacturer for receipt of first components.

A miniature-lever control machine at FM controlled that interlocking via direct wire, and also controlled the interlockings at MR, K and WE via two Union Switch & Signal 506A code systems. The CH machine controlled interlockings at CH, OB and YL via direct wire. As part of the consolidation project, the track-diagram panel on the FM machine was condensed to fit into about one-half of the machine's 10-foot length (a 5-foot main section and two 2½-foot wing sections). A new track-diagram panel was constructed by the P&LE signal-communications department to contain the CH, OB and YL interlockings. The FM machine was rewired and the levers for FM, MR, K and WE were moved to fit the new configuration. Levers from the CH machine were moved to the FM machine. They were replaced by toggle switches on the CH machine so as to keep that machine in service until the cutover date of the consolidation of the controls.

● **FM machine rewired.** After the circuit design was well under way, one of the first tasks to be done was the rewiring of the FM machine while it was kept in service. Levers were moved one at a time to fit the new condensed track plan. Also, wiring for the main section and each of the two wing sections was terminated in Burndy plug couplers. Thus, when the time came to transfer the control machine to MA at McKees Rocks yard office, the machine could be separated into its three sections for ease in handling. The 1½-mile move using a work train and crane



Service in 13 Minutes

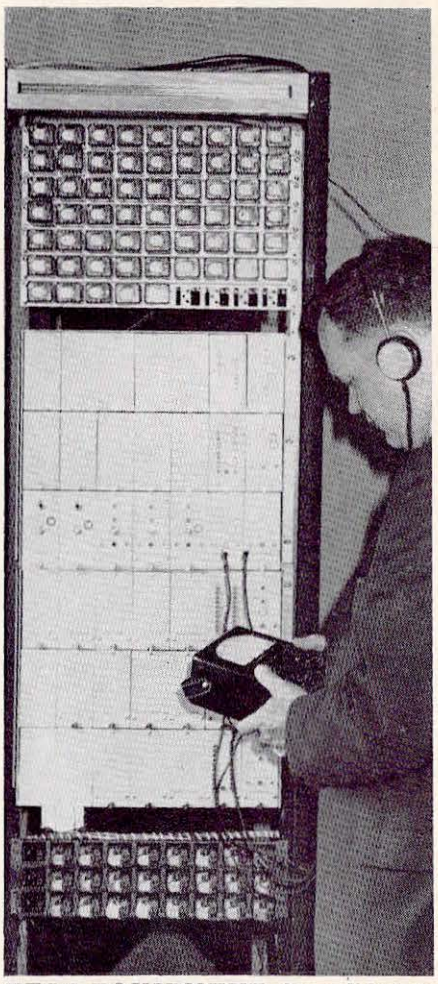
took about three hours.

In addition to machine rewiring, connections had to be made between the solid-state transmitter-receiver equipment and terminal board in the FM tower, and also between the solid-state units and the control machine. For these connections, multiconductor cable with 50 color-coded wires was used. Cables from the control machine were terminated in Burndy plug couplers, as were cables from the terminal board. These couplers were connected, after wiring checks of 50 wires at a time, and the FM machine continued to operate through the plug-coupled cables between the terminal board and the control machine.

● **Two units set up.** Two solid state transmitter-receiver units were set up at FM—one field unit which would be located at the FM interlocking tower, and a second office unit which would be moved to MA with the control machine. These solid-state units were wired with the multiconductor cables terminating in plug couplers. After testing, the office and field solid-state units were plug-coupled to the terminal board, to the FM control machine and to each other on a back-to-back basis. Thus, the FM machine operated via the solid-state equipment. For example, when the operator wanted to clear a signal, he turned the signal lever and pressed the code start button. The control went via the plug-coupled cable to the office solid-state equipment rack. The machine lever keyed the solid-state transmitter to send the control to the field solid-state equipment (back-to-back via plug-coupled cable). The receiver of this field unit, upon receipt of the output code, controlled conventional signal circuits and equipment. Where necessary, Automatic Electric telephone-type interposing relays were used. This back-to-back operation was carried out for about one month, until the FM machine and the solid-state office equipment were moved to the new location at MA.

When it came to consolidating CH interlocking control into the FM machine now at MA, 1½ miles distant, essentially the same procedure was followed. The operator at CH continued to control that interlocking from a miniature-lever control machine until the cutover date. As each group of 50 wires of a multiconductor cable was checked out and found to be properly wired, a further test was made in which control would be given to the operator at MA via the solid-state system. He would send a control to position a switch or clear a signal, and the indication would be sent to the CH machine, also via the solid-state control system. Then the procedure would be reversed —the operator at CH would send out a control, and the indication would be received at the MA control machine. A further test would be made in which the MA operator would send out a control and the indication would come back to his machine. On May 1, when the cutover was made to change the control point from CH to MA, the signal maintainer changed six plug couplers, and CH interlocking was out of service only 13 minutes during the changeover.

The solid-state equipment handles controls and indications between the MA control machine and the interlocking field locations at CH and FM towers over a wire pair in an existing communications cable. Engineering, circuit design and installation were carried out by signal-department forces under the jurisdiction of D. W. Shackley, superintendent signals and communications.



TEST EQUIPMENT for solid-state control system has high-impedance headphones and volt-ohm-milliammeter.

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DISCHARGE GATE ... POWER GEARED

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Three times the opening power of ordinary gates
Distortion-free electric steel castings
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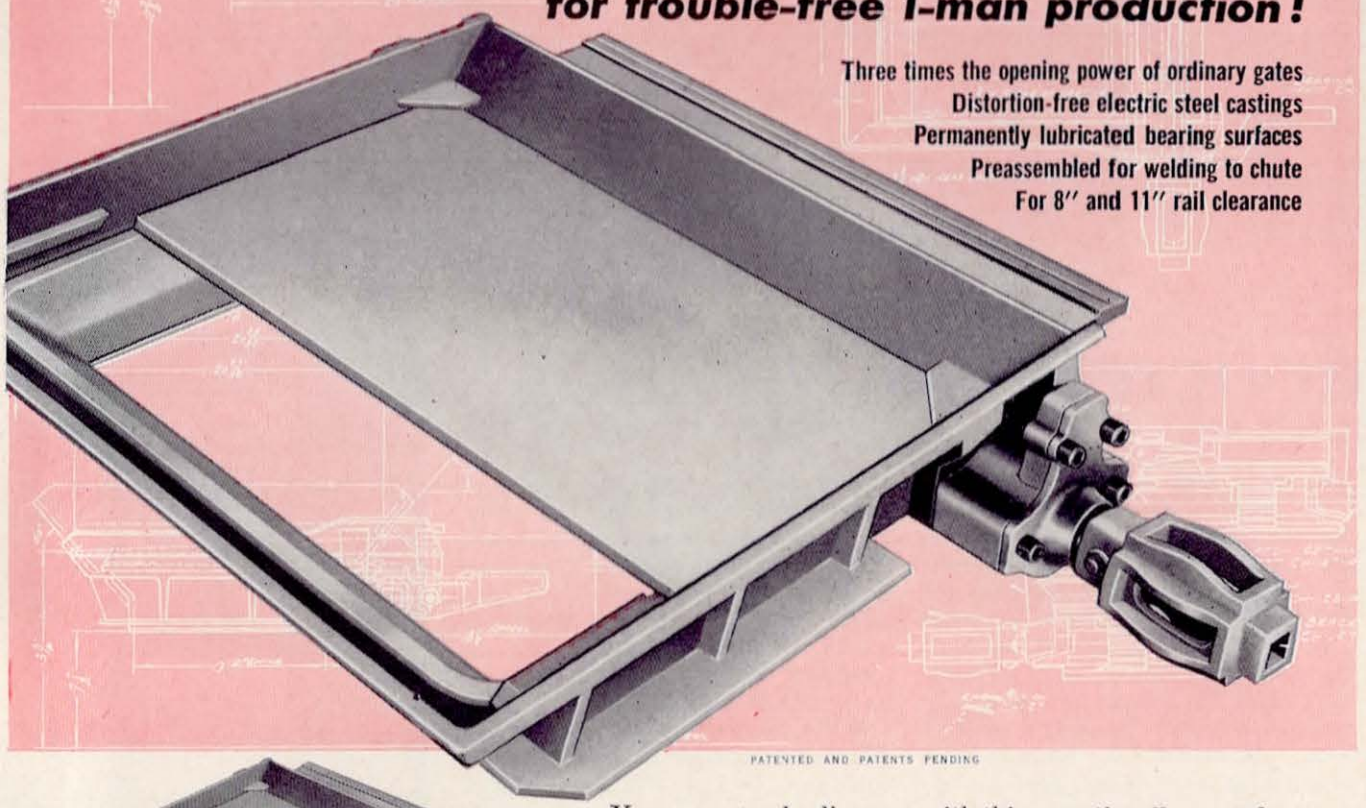
Preassembled for welding to chute
For 8" and 11" rail clearance



PATENTED AND PATENTS PENDING

Wine also manufactures this *Direct Drive* gate. Like the Power Geared model, it comes assembled, ready to weld to chute. Sizes for 8" and 11" rail clearance. Pinions welded to shaft for true alignment. Drive mechanism bolted for ease of maintenance.

You can *cut unloading costs* with this exceptionally smooth-operating gate. Precision cast and *accurately machined.* No on-the-job fitting necessary. Fully assembled, ready to weld to chute. No extra parts required. Fast, trouble-free installation. Unusually *tight* seal prevents lading losses. Big 13" x 24" opening for rapid discharge.

A unique hypocycloid gear, operating on an eccentric crankshaft, produces a 6:1 gear reduction. *Power mechanism* is bolted on *not welded.* Simple bolt removal drops drive shaft allowing entire gate to be pulled out for thorough cleaning.

See your Wine sales representative or write today for details on this *thoughtfully engineered* Power Geared discharge gate.

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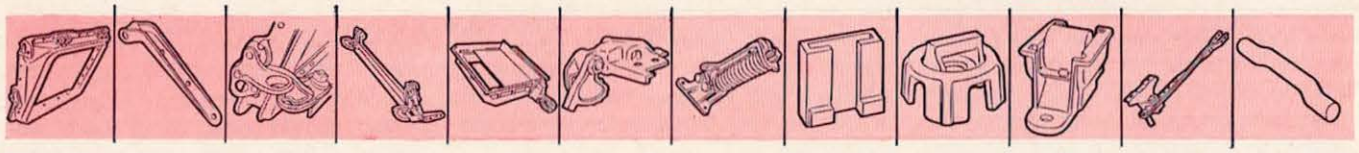
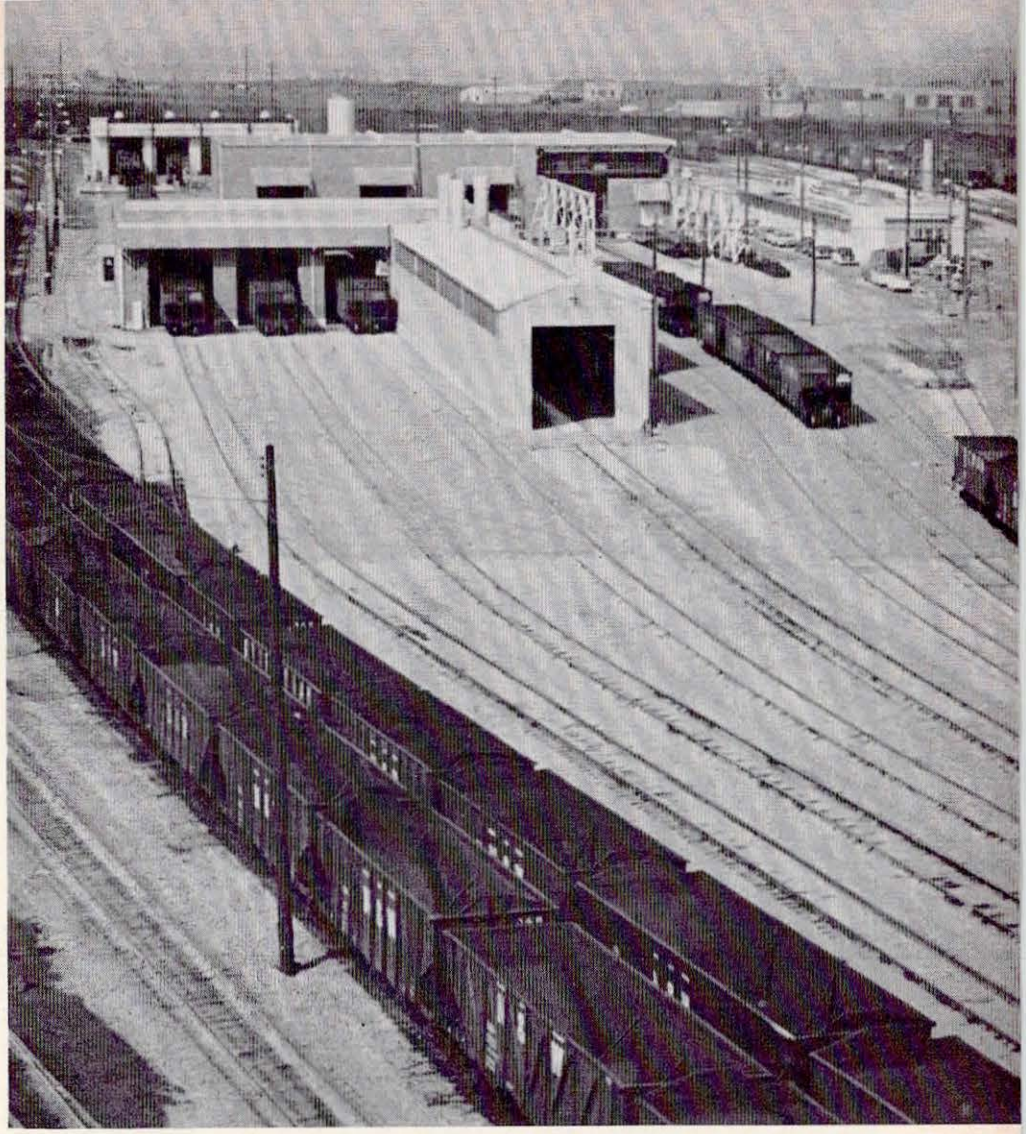


Wine appliances include: Hopper Frames, Hinges and Door Locks • Discharge Gates • Drop End Locks • Drop End Balancers • Drop Bottom Balancers • Brake Balancers • Single and Double Roller Side Bearings • Lading Band Anchors, Fixed and Swivel • Vibrator Brackets • Interlock Pinless Hinges • Ladders • Grab Irons and Hand-Holds • Miscellaneous Car Castings • You can also depend on Wine for prompt delivery of spare parts.

N&W Shops Consolidate Car Repairs

Two N&W points are being tooled as spot-repair systems specifically for open-top-cars.



CAR REPAIRS are concentrated within the Lamberts Point empty yard.

Light repairs for the 60,000 hoppers and gondolas owned by the Norfolk & Western are now being concentrated at two points. Availability of equipment and efficiency of maintenance are improving as more and more of the periodic- and running-repair work on these cars is performed at Norfolk, Va., and Williamson, W.Va.

Both points are being tooled as highly refined spot-repair systems designed specifically for work on open-top cars. The Williamson shop has been established in a former steam locomotive roundhouse—but the Norfolk facility is completely new. Its layout, structures and equipment are all aimed at achieving high efficiency.

● **Yards, shop revised.** Currently nearing completion at Lamberts Point in Norfolk is N&W's $28-million revamping of its coal-handling facilities. The new Lamberts Point car-repair facility is an integral part of this project. In designing to dump cars at a 250-per-hour rate over the new Pier 6 at Lamberts Point, N&W found it necessary to make major revisions in both loaded and empty yards and car-repair facilities.

Several years ago the mechanical department proposed relocation of its car-repair facilities from beside the inbound yard to a new site adjacent to the outbound empty yard. But nothing was done about the transfer until 1961 when the Pier 6 project was authorized.

In the course of expanding the empty yard to accommodate cars from Pier 6, N&W found that the car-repair facilities could be located within the yard. Such a location makes it easy to put bad-order cars on the inbound leads of the shop, which are capable of holding 176 cars. These inbound tracks, the actual repair area and the outbound tracks cover about one mile—actually the entire length of the empty yard. The repair area itself is concentrated within a 900-foot-long section toward the outbound end.

● **One-of-a-kind.** The new facility, N&W says, is the only car-repair plant in the nation which is arranged for the servicing of open-top cars directly after unloading operations at a coal pier. The most unusual features are two transfer tables which make it possible to place each car on those tracks which are individually tooled for specific repairs.

The repair facilities have been spaced out to produce car-storage areas in advance of each individual shop, so that any interruptions in delivery or flow of cars will not leave any of the production stations without work. In the production area are three specialized shop buildings:

- Repack building, a 60- by 96-foot structure over four through tracks, with an attached 60- by 41-foot oil house.
- Car-repair building, a 75- by 155-foot structure over four through tracks.
- Air-brake building, a 110- by 95-foot building over four through tracks, with an attached 110- by 24-foot air room, and, over one southbound track, an extension 220 feet long which serves as a paint shop.

Even though each of the three shop buildings is built over four production tracks, none of the tracks extends from one shop directly into another. The intervening areas between the shops are served by the transfer tables. This means that a car emerging from the repack building, reached first on the production line, can be delivered to any track in either of the two subsequent shops and can, if necessary, bypass either or both of them.

● **Refined tooling.** There is no need for recycling cars through an entire repair line, or for delaying the line because individual cars are found to need additional, unscheduled work. Consequently, N&W could afford to equip individual tracks with highly refined tooling to do specialized jobs. Such refinements could not have been justified if it had been necessary to install them on four tracks.

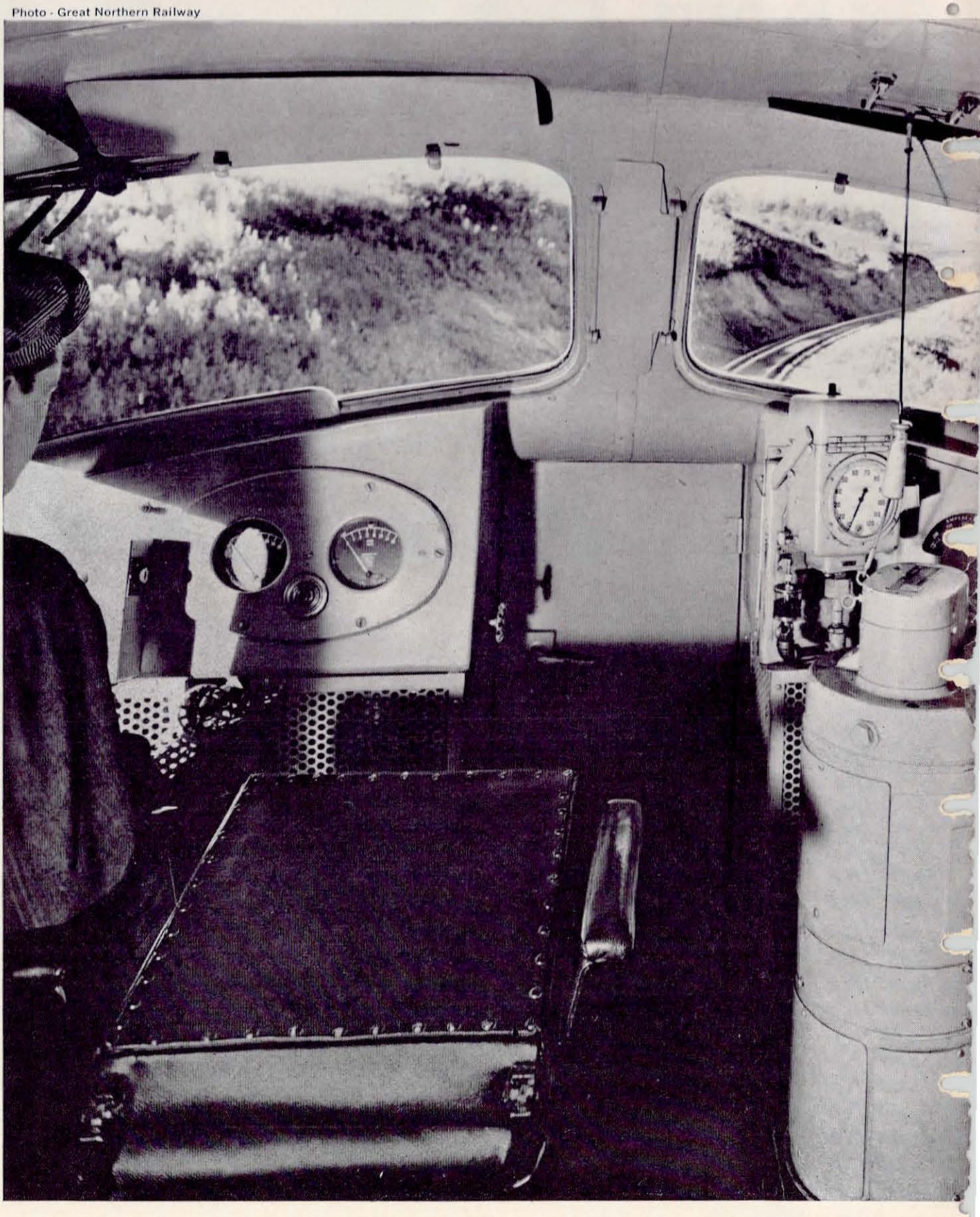
As defined by the work study made while planning the facility, there are four classifications of repairs for open-top cars coming to the Norfolk shop:

- Periodic work of a preventive-maintenance nature, including mandatory journal-box repacking, and air-brake cleaning.
- Ordinary running repairs.
- Supplementary repairs resulting

(Continued on page 38)

Sinclair GASCON® GL-XD

Photo - Great Northern Railway



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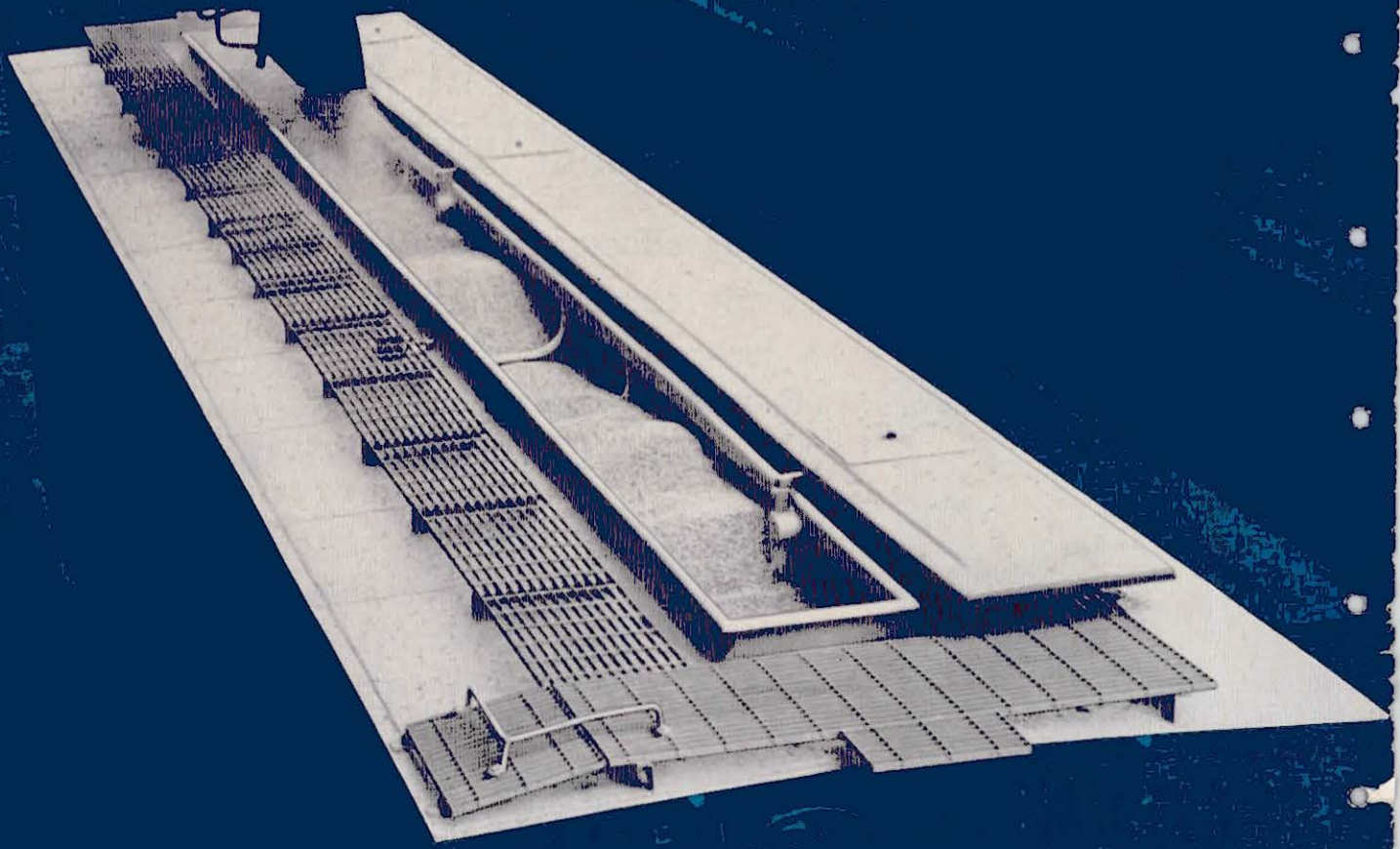
TROUGH-TYPE



ANOTHER FIRST FROM PULLMAN-STANDARD

LOADING HATCH

FOR PS-2CD* COVERED HOPPER CARS

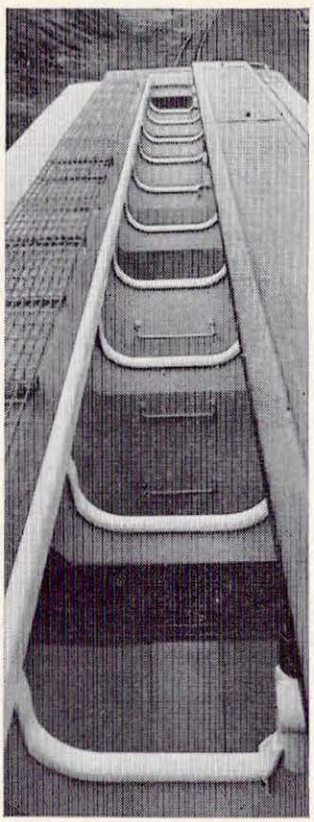
The Pullman-Standard trough-type loading hatch is this year's *new look* in covered hopper car versatility. An alternate loading arrangement for the well-accepted PS-2CD Center Discharge Covered Hopper Car, the trough hatch promises to speed and simplify bulk materials handling for a wide range of mined, manufactured and agricultural commodities.

The 40′ x 2′ P-S trough hatch has been designed for operating efficiency and mechanical dependability. For example, a high coaming and curved lip around the entire opening make a weather-tight, dirt-proof seal with one-piece gasketed hatch cover. Hatch opening and closing are handled from safe running board areas . . . no work at roof edge is required. And, recessed roof carlines and hopper dividers allow insertion of loading spouts below the hatch coaming to preclude spillage and wind loss.

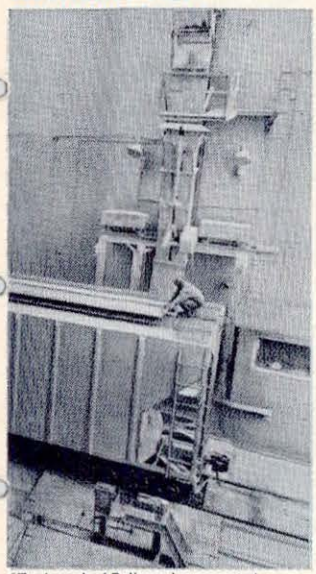
The trough hatch cover is mounted on three pivot arms equipped with sealed roller bearings. Three operating levers lock and seal the cover in place. Opening is a simple operation: the levers break the seal and lift the hatch cover clear of the coaming. The pivot arms then allow one man to easily slide the cover to its open position.

The new P-S trough-type loading hatch can be applied to all sizes of PS-2CD Covered Hopper Cars —2,600 cu. ft. to 4,500 cu. ft.—to provide railroads with new versatility in covered hopper car ownership and shippers with new economy in bulk material handling and transportation. Whatever your needs are, Pullman-Standard has the design, the alternates, the research-minded know-how to fill your covered hopper car requirements. For additional details on the new Pullman-Standard trough-type loading hatch, contact your nearest P-S Sales Office or write George L. Green, Vice President—Marketing.

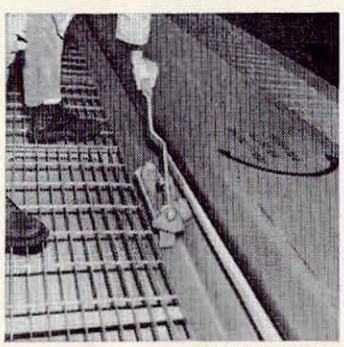
Recessed carlines and hopper dividers along the 40′ x 2′ trough hatch opening add to loading efficiency, let the PS-2CD Covered Hopper fill without interruption.



One man can easily open and close the Pullman-Standard trough hatch. And, he works safely on running board areas . . . not at roof edge.



*Trademark of Pullman Incorporated



Center discharge unloading outlets and trough-type loading hatch make the PS-2CD Covered Hopper the ideal vehicle for handling grain, soda, ash, coke breeze and many other dry bulk products.

Three operating levers on the car roof move through an 180° arc to raise or lock the trough hatch cover. After it is raised, one man can easily slide the cover to the open position.

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N&W Shops Consolidate

(Continued from page 33)

from dumping operations on coal piers.

• Betterments involving installation of additional or improved components on cars.

If the car requires no body repairs or wheel work, it can bypass the car-repair building on either of two tracks, going into the air-brake shop or directly to one of the outbound tracks at the east end of the facility.

From the transfer table, cars requiring repair can be placed on any one of the four tracks passing through the 75-foot-long car-repair building. Two of the tracks passing through the building are designated for light repairs, such as the straightening of safety appliances or renewal of truck springs, couplers and draft gears.

• **Medium repairs.** On a third track, classified for medium repairs, work such as car-body patching, welding and straightening is done. The fourth track, equipped with jib cranes and electric hoists for truck disassembly, handles wheel changes and truck repairs. Each track in the car-repair building has its own 10-ton overhead crane. In addition to four repair tracks which pass through the air-brake shop from the transfer table, there are two additional tracks which can be used to bypass these areas.

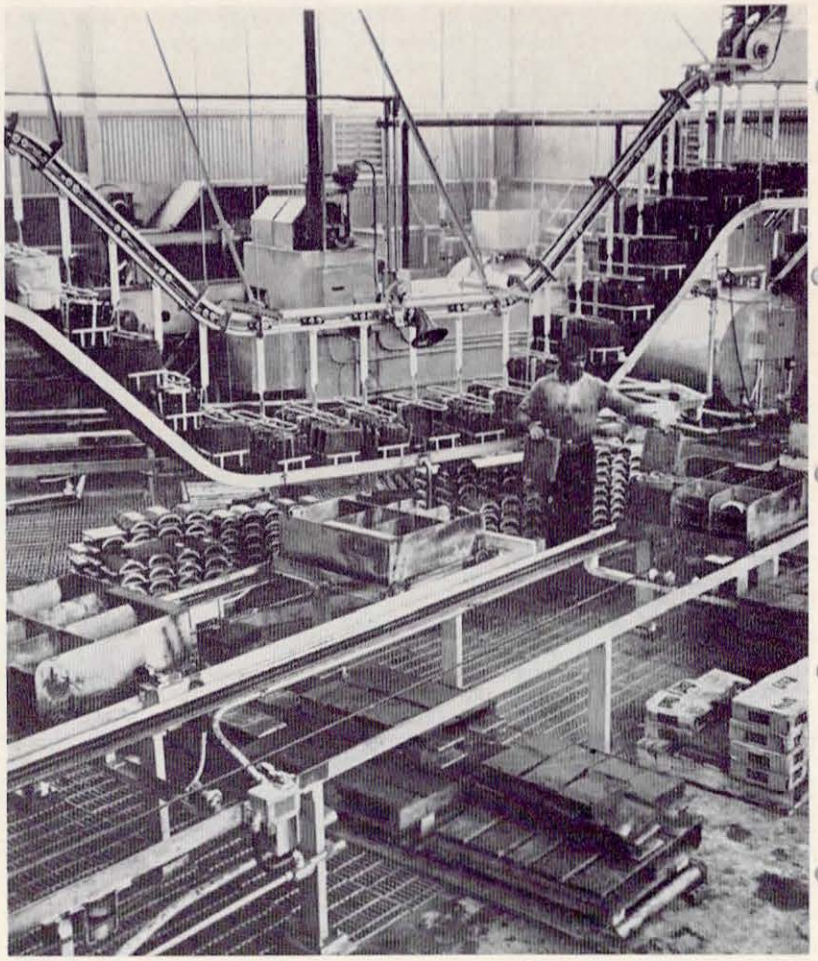
Each track in the brake shop holds two cars. Because tools and components are relatively light in weight, no effort is made to classify cars as they are delivered. On any of the tracks, cars may be given in-date air-brake tests, regular 48-month periodic attention or special repairs. Except when due for painting, cars are then moved to one of the outbound tracks, from which they may be returned to the transportation yard by switching crew.

If cars are due for painting, they pass into the 220-foot-long paint shop having heating and exhaust equipment for the application of the one-coat, direct-to-metal finish now standard on N&W open-top equipment. Spraying is done manually from elevated trackside platforms. The building, which can accommodate five cars, is insulated and is heated with hot-water radiators to hasten drying. Cars are painted under an exhaust canopy in the first position and are dried and stenciled in the other four positions.

• **Radiant heaters used.** Overhead- and floor-mounted electric radiant heaters are used in the repack building and overhead gas radiant heating is used in the repair and air-brake buildings. The paint shop has its separate hot-water heating system to produce the temperatures needed for the warming and drying of cars. High-intensity lighting is installed in all shop work areas.

The current, daily one-shift operation turns out about 90 repaired cars. Average repair time for a car is approximately seven hours. It is possible, however, for cars to be put through in as little as one hour, although this is not standard procedure.

It is estimated that, on a one-shift basis, as many as 150 cars should be turned out. Increased business or other conditions might eventually require another shift. Although neither the Norfolk nor the Williamson shop has as yet had full production, every effort is now being made to do all of the periodic work at these points. And it is anticipated that this will soon be the case. When this happens, other line points will do only emergency repair work on open-top cars.



REPACK BUILDING, where journal boxes are serviced, has below-the-track conveyors for moving to and from each side of each truck (left) the components which oil house (right) stocks and renovates.

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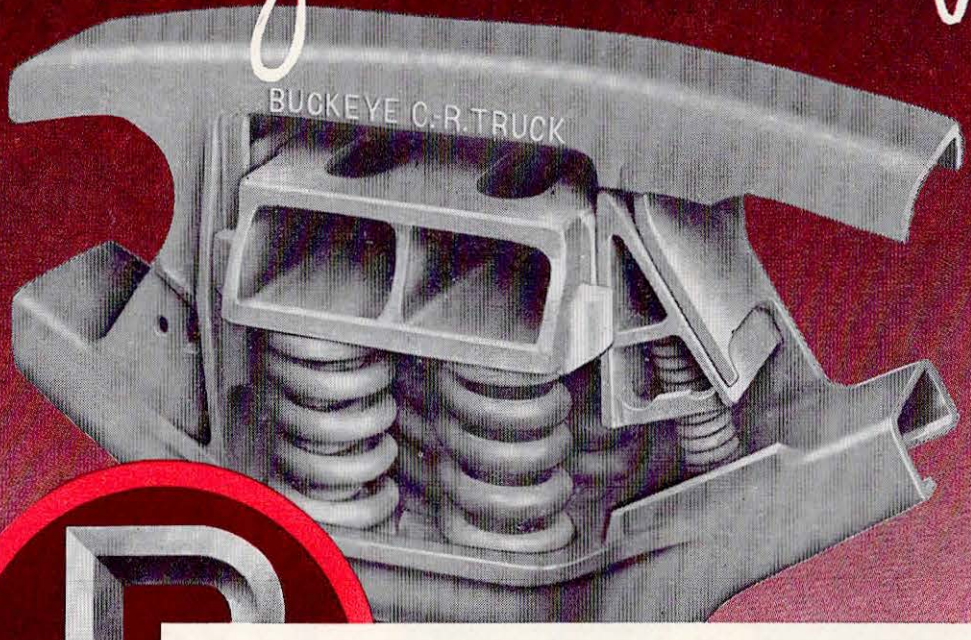

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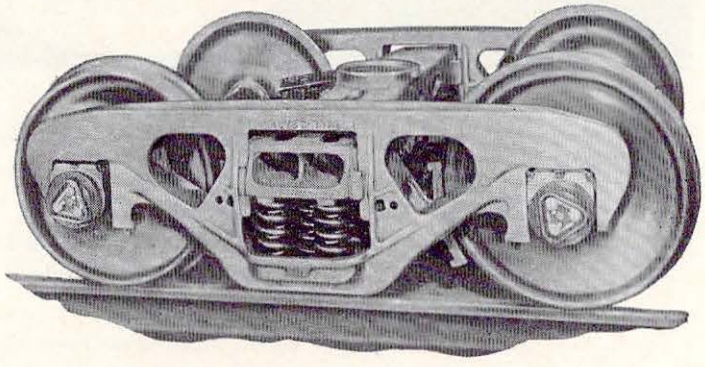

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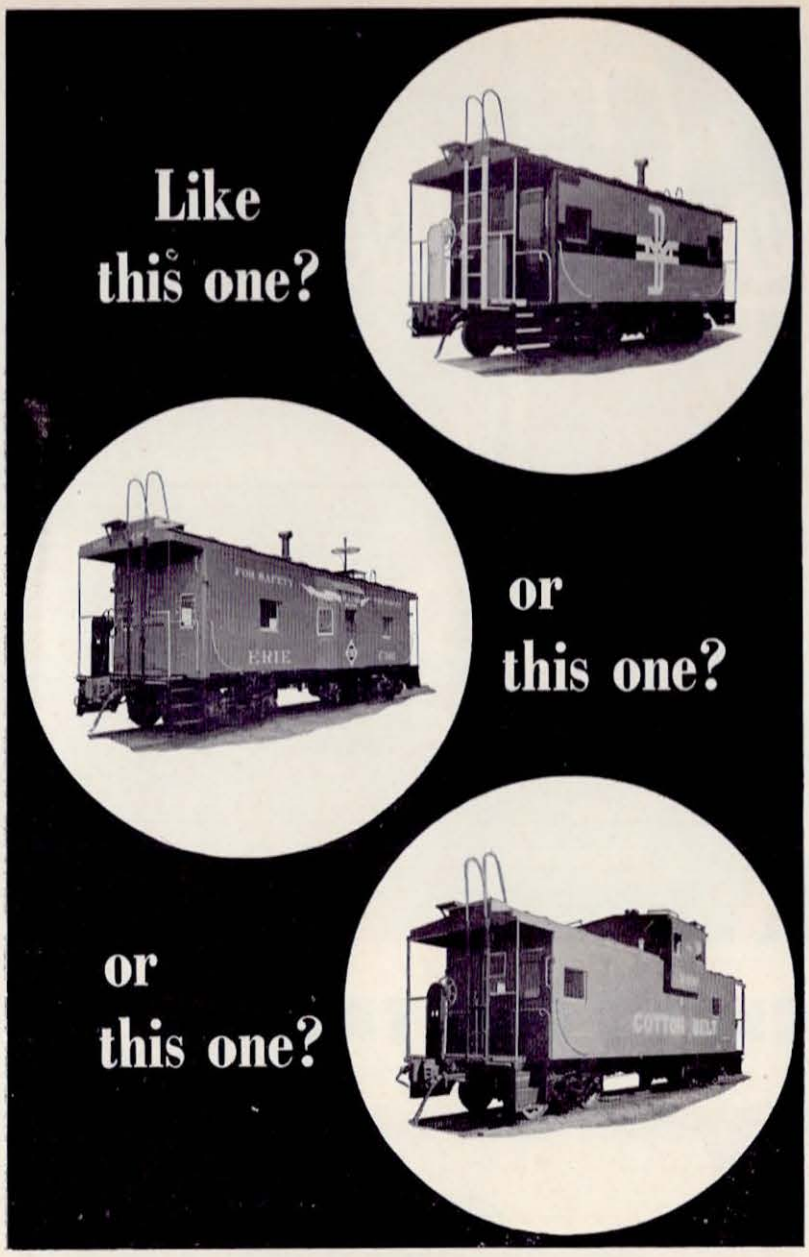

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LETTERS

Favorable View on Variable Per Diem

To the Editor:

A letter published in your May 20 issue [p. 54] refers to your April Traffic Poll which favored "variable per diem" and "incentive per diem legislation." The author suggests, in effect, that shippers favoring these measures don't know what they are talking about because they aren't "acquainted" with "the facts."

This comment is not justified by the well-reasoned responses to your poll, nor is it justified by "the facts," which are:

That fewer freight cars—and fewer box cars—are now available for service than at any time in this century;

That recent box car shortages have been the "worst yet," and are still severe in parts of the grain belt—as the harvest approaches;

That low rentals *discourage* ownership—and high rentals *encourage* ownership—of any article in general use, including freight cars;

That low rentals tend to prolong use, by non-owners, of any rented article, including freight cars; and that high rentals tend to hasten movement and return of such equipment to its owners;

That an investment of $12,000 to $20,000 for a new modern freight car is *obviously unattractive* when the owner cannot control it, and *must* permit its use by others at a rental of $2.88 per day; and that, under such conditions, it *is* "cheaper to rent than to own";

That "variable per diem"—with higher rentals for expensive new cars, and lower rentals for old cars—*will* improve the quality and quantity of the car supply;

That "incentive per diem legislation" (S. 1063) is desirable because it would give recognition to the foregoing economic facts, and tell the ICC to prescribe per diem charges (if its *existing* authority is invoked, as it has been) upon a basis which will "encourage the acquisition and maintenance of a car supply adequate to meet the needs of commerce and the national defense."

The shippers polled were obviously "acquainted" with the foregoing facts, as indicated by their responses. It is unlikely that they will be impressed by red herrings which seek to divert attention from the fundamental issues.

Eldon Martin
Vice President and General Counsel
Burlington Lines

NEW PRODUCTS REPORT

AC Voltmeter (RA-1)

Model 403B AC voltmeter is a versatile general-purpose voltmeter that is transistorized and battery-operated. AC voltages from 5 cps to 2 mc as small as 100 microvolts and as large as 300 volts can be simply and directly measured. Model 403B is completely self-contained and operates either from its internal batteries or from the AC line. Battery charge, which is automatically restored during AC operation, may be easily checked with a front panel switch. Normally, about 15 AC hours of operation recharges the batteries, but an internal adjustment is provided which nearly triples the charging rate. The meter can be used while its batteries charge.

Since Model 403B may be operated from its internal batteries and thus be completely isolated from the power line and from external grounds, accurate measurements can be made at the power line frequency and its harmonics without taking special precautions and without beat effects. *Hewlett-Packard Co.*

Detector Telemetering (RA-3)

The model 510 Datamux provides for telemetering the output of hotbox detectors to remotely located recorders. The solid state equipment operates in an ambient temperature range of −40 deg. C to +65 deg. C. Input power to the system is normally 115 volts AC, 50 to 420 cycles per second. Output frequencies coordinate with existing or planned carrier systems and voice frequency telegraph channels. *Pacific Communications and Electronics.*

New Teletypewriters (RA-2)

New series models 33 and 35 teletypewriters feature 4-row keyboards with characters arranged like those on a regular typewriter. The new machines have 66% higher speed capability on regular TWX (teletypewriter exchange service) and operate at 100 words per minute using a newly developed 8-level Data Interchange Code. Present teletypewriters in TWX service have 3-row keyboards and transmit at 60 words per minute using 5-level code. *Bell System.*

Telephone Set (RA-4)

The GB419P is a low impedance (600-ohm) telephone specifically designed for use on telephone lines where a bridging type (high impedance) telephone is not required and where the high transmitter output and receiver sensitivity are desired. It was designed for service on CTC code lines, yard dummy circuits and similar facilities where generally only two telephones are in use at one time.

This telephone set is designed to coordinate with the carrier filters supplied by US&S for connecting a telephone to the CTC code line.

The GB419P telephone set uses the latest type WE components and replacement parts are available.

Three flashlight cells may be used in a holder built into the telephone to furnish energy where the service requirements do not justify three No. 6 dry cells; however, terminals have been provided for use of external battery. GB419P telephone set comes in an oak box 5-13/16 in. wide, 9⅛ in. high and 4¼ in. deep. *Railroad Electronic Laboratories of Omaha, Inc.*

RAILWAY AGE WEEKLY

PLEASE SEND ADDITIONAL INFORMATION ABOUT PRODUCTS ADVERTISED IN PAGES 2 3 4 6 8 11 12 18-19 20 22 25 27 28 32 34-35 36-37 39 40 44a 44b 45 47 51 52

PLEASE SEND ADDITIONAL INFORMATION ABOUT PRODUCTS AND LITERATURE DESCRIBED ON PAGES 41 and 42 MARKED RA-1 RA-2 RA-3 RA-4 RA-5 RA-6 NL-1 NL-2 NL-3 NL-4 NL-5 NL-6 NL-7 NL-8 NL-9 NL-10

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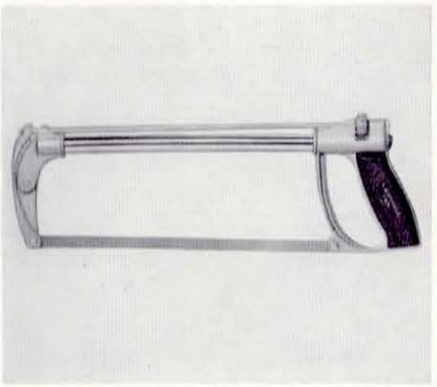
NEW PRODUCTS REPORT

Trenching Machine (RA-5)

The new V4 trencher features 4-wheel drive and a 4-speed digging chain enabling the machine to dig at rates up to 18 feet per minute. Trench depths to 6 feet in narrow widths and to 3½ feet deep as wide as 12 inches are well within the new Ditch Witch's capability. The operator's seat offers an unobstructed view of all operations, digging or backfilling (backfill blade is standard equipment). *The Charles Machine Works, Inc.*



Hack Saw (RA-6)

A new hack saw has a thumb adjustment to control tension of the blade. When the blade is inserted vertically it will cut through to a flat surface. When the blade is inserted sideways it will cut flush to wall or floor.

A comfort-grip handle is provided and the saw is designed to permit two-hand operation. The saw uses a 12-in. blade, yet the length of the saw is shorter than the conventional 10-in.-blade saw. *Mathias Klein & Sons, Inc.*

New Literature

FLEXIBLE COUPLINGS. A new Fact File of Lord Elastomeric Flexible Couplings, Bulletin No. 206, has just been released by the Lord Manufacturing Co. Lord provides flexible couplings in both standard and custom designs to handle capacity requirements from inch-ounce to foot-tons. (NL-1)

PALLET MAKER'S GUIDE. This 12-page brochure from the General Industries Group of United Shoe Machinery Corp. is an illustrated description of cost-cutting and improvements in production speed and quality through the application of Powasert portable automatic nailers. (NL-2)

SPRINGLESS CHAIR CONSTRUCTION. A resilient, molded platform which eliminates need for springs, stuffing, webbing and other such components in construction of upholstered furniture for transportation seating is illustrated and described in a 10-page brochure by Acushnet Process Co. (NL-3)

CONSTRUCTION EQUIPMENT. The complete line of Huber construction equipment is described in a 20-page catalog by the Huber Machinery Division of the Huber-Warco Co. (NL-4)

CHROMIUM-NICKEL-MANGANESE STAINLESS STEELS. This 28-page booklet has just been published by the Union Carbide Metals Co., Division of Union Carbide. (NL-5)

SELF-HARDENING STEEL PARTS. A 16-page bulletin describing application for heavy duty parts made from Rol-Man high carbon manganese steel has just been issued by the Manganese Steel Forge Co. The bulletin details the use of work-hardening steel components in various industries, including railroading. (NL-6)

AIR COMPRESSORS. Three fliers published by Ingersoll-Rand Co. describe a new line of packaged air compressors which simplify selection and installation. (NL-7)

STUD WELDING. A roundup of stud welding applications in 44 different metal working and construction industries is presented in this 16-page brochure issued by the Nelson Stud Welding Division of Gregory Industries, Inc. (NL-8)

CONTINUOUS WELDED RAIL LAYING EQUIPMENT. A series of 12 new machines and appliances for use in laying continuous welded rail is now being produced by Railway Maintenance Corp. Cost of laying rail by this method is said to be less than one-half the cost of laying conventional rail. A new brochure detailing the function of the RMC Continuous Welded Rail Laying Gang has just been made available. (NL-9)

WROUGHT IRON BRIDGE DECK PLATES. This report by the A.M. Byers Co. describes clearance vs depth, why wrought iron is specified for bridge decks, all-welded bridge decks, drain lines, and how wrought iron resists corrosion. (NL-10)

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Market Outlook

Carloadings Down 8.4% From Previous Week's

Loadings of revenue freight in the week ended June 1 totaled 548,021 cars, the Association of American Railroads announced on June 6. This was a decrease of 50,398 cars, or 8.4%, compared with the previous week; an increase of 18,736 cars, or 3.5%, compared with the corresponding week last year; an increase of 16,316 cars, or 3.1%, compared with the equivalent 1961 week. Ton-miles generated by carloadings in the week ended June 1 are estimated at approximately 11.7 billion, an increase of 8.7% over the corresponding week of 1962, and 12.6% over 1961.

REVENUE FREIGHT CARLOADINGS
For the week ended Saturday, June 1

District	1963	1962	1961
Eastern	77,590	73,233	70,779
Alleghany	96,083	85,491	81,981
Pocahontas	53,426	49,124	50,657
Southern	104,802	105,504	105,399
Northwestern	74,900	80,299	75,580
Central Western	103,523	99,269	109,295
Southwestern	37,697	36,365	38,014
Total Western Districts	216,120	215,933	222,889
Total All Roads	548,021	529,285	531,705
Commodities:			
Grain and Grain products	44,889	40,578	47,211
Livestock	2,227	3,125	3,066
Coal	104,320	95,814	96,068
Coke	8,634	5,683	6,485
Forest Products	34,248	35,187	34,200
Ore	48,653	51,547	44,047
Merchandise l.c.l.	15,274	20,642	25,282
Miscellaneous	289,776	276,709	275,346
June 1	548,021	529,285	531,705
May 25	598,419	580,383	578,767
May 18	601,062	586,946	568,467
May 11	598,670	583,947	551,405
May 4	590,981	587,413	543,444
Cumulative total, 22 weeks	11,778,030	12,019,934	11,263,864
Estimated revenue ton-miles (millions) 22 weeks	255,100	248,000	223,900

PIGGYBACK CARLOADINGS.—U. S. piggyback loadings for the week ended May 25 totaled 15,734 cars, compared with 13,943 for the corresponding 1962 week. Loadings for 1963 up to May 25 totaled 311,986 cars, compared with 273,724 for the corresponding period of 1962.

IN CANADA.—Carloadings for the seven-day period ended May 21 totaled 63,484 cars, compared with 70,761 for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Total for Canada		
May 21, 1963	63,484	22,942
May 21, 1962	66,388	21,003
Cumulative Totals		
May 21, 1963	1,245,655	456,779
May 21, 1962	1,248,038	470,375

New Equipment

FREIGHT-TRAIN CARS

► *Union Pacific.*—Will purchase 2,100 roller-bearing-equipped cars to be delivered during 1963 and the first part of 1964. Included are 1,050 box cars: 500 50-ft, 70-ton cars with double doors, 400 50-ft, 70-ton insulated cars, 100 50-ft, 90-ton cars, and 50 60-ft, 90-ton cars. UP also will acquire 300 40-ft double-deck livestock cars with slatted steel slides, 450 90-ton covered hopper cars with 3,500-cubic-ft capacity, 50 70-ton flat cars, and 250 90-ton ore cars. The box cars will have cushioning devices.

► *Bad Order Ratio 0.3% Lower Than Last Year.*—Class I roads on May 1, owned 1,537,341 freight cars, 56,211 less than on May 1, 1962, according to AAR report summarized below. Bad Order ratio was 0.3% lower than on May 1, 1962.

	May 1, 1963	May 1, 1962	Change
Car Ownership	1,537,341	1,593,552	—56,211
Waiting Repairs	124,494	134,252	—9,758
Repair ratio	8.1%	8.4%	—0.3%

LOCOMOTIVES

► *Southern.*—Ordered 60 2,250-hp diesel-electric locomotives from EMD at a cost of approximately $11 million. Deliveries will begin in September.

New Facilities

► *Canadian National.*—Awarded two additional contracts for work on the Great Slave Lake Railway. One is for provision and stockpiling of 500,000 tons of ballast at a site 14 miles from Grimshaw; the other for the unloading, hauling and stockpiling of culvert material at various locations north of the Meikle River.

► *Erie-Lackawanna.*—Ordered radio equipment for 29 base stations from Union Switch & Signal division of WABCO as part of its modernization program to make the FCC deadline of Nov. 1, 1963 for split-channel (narrow band) requirements.

► *Grand Trunk Western.*—Will construct bridges over the Calumet Sag Channel at Blue Island, Ill., at an estimated cost of $1,070,109; and will build a motive power and car repair shop at Port Huron, Mich., at an estimated cost of $105,000. Construction of the bridges is being financed primarily by the federal government in connection with the widening and deepening of the channel. Work is under the direction of the Army Corps of Engineers and is expected to be completed by July, 1964.

► *Great Lakes Steel Corp.*—Ordered equipment from Union Switch & Signal division of WABCO for an automatic interlocking and automatic highway grade crossing protection to be installed at Ecorse, Mich.

► *Great Western.*—Company forces will relay approximately one mile of main line track of 60-pound rail with 90-pound relay rail and 60-pound yard tracks with 75-pound relay rail in Longmont, Colo., at an estimated cost of $95,995.

Non-Op Unions Serve New Demands

Eleven non-operating unions have launched a broad wage-job stabilization-fringe benefit movement which they intend to push "as rapidly as possible."

- All 11 unions are seeking improved vacations, additional holiday benefits and more group life insurance (part of which would carry over into retirement).
- Two stabilization proposals are pending—one set served by the six shopcraft unions last October; and another served by the other five unions May 31.
- Three separate sets of wage demands are on the table—demands from the Signalmen for a 25% increase; from the shopcrafts for the 10% plus 14 cents; and from the Telegraphers, Clerks, Maintenance of Way Employees and dining-car employees for 29 cents plus a 3½%-per-year improvement factor plus a cost-of-living escalator provision.

Wage demands were served to become effective June 30. George E. Leighty, president of the Telegraphers and chairman of the Railway Labor Executives' Association, said national handling is anticipated in all cases—and that the non-ops will press for quick consideration.

- **10.28 cents in '62.** Mr. Leighty noted that the last non-op wage increase was a 10.28-cent package effective Feb. 1 and May 1, 1962. Before that, he said, the group had received no increase in 1961 and a 5-cent boost plus a 1-cent escalation in '60. His sum-up: "We're 'way behind."

Carrier sources said the other non-op demands involve increasing the number of paid holidays from seven to nine; increasing vacation benefits to provide three weeks after 10 years' service and four weeks after 15 years; and increasing life-insurance coverage from $4,000 to $6,000 plus continuation of $2,000 worth of insurance after retirement.

These new movements leave only the Brotherhood of Locomotive Engineers, the Brotherhood of Locomotive Firemen & Enginemen and several small non-op organizations without wage-benefit demands—and the BLE may soon join in with its own demands.

- **BLE setting demands.** An Engineers' committee is now working on what is expected to be a uniform notice covering wages and, perhaps, other benefits. Thus far, there has been no indication that the Firemen will move, though top officers reportedly have authority to start a movement if desired.

The Brotherhood of Railroad Trainmen, meanwhile, has a 25-cent wage demand on record, plus a health-welfare program; the Order of Railway Conductors & Brakemen is asking for a 10% increase and a carrier-paid health-welfare plan; and the Switchmen's Union of North America wants new health-welfare benefits.

Thus, far, there has been little action on the ops' demands—as the work-rules struggle has taken the play away from other issues. But the ops have gone without a pay hike since they received a 2% increase March 1, 1961—and there are indications their demands will be given a harder push in the weeks ahead, regardless of the outcome of the work-rules case.

- **Carriers cite figures.** The carriers were quick to react to the new demands

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facing them, particularly those served by the non-ops.

Non-operating employees, the railroads noted, had average straight-time hourly earnings of $2.55 last year—compared to a rate of $2.31 in general manufacturing industry. Average annual earnings, the carriers said, were $5,575 last year—and represented a 136% increase in the 1945-62 period (during which the consumer price index rose 68%).

Further, the carriers declared, ICC reports show rail employees' output per payroll dollar has declined 34% since 1945. Gross ton-miles turned out by the industry during the period, they said, rose 90% for each hour paid for, but total compensation per hour paid for (excluding payroll taxes) increased 187%, or more than twice the output-per-man-hour rate.

NH Buying 12 Used Virginian Electrics

A dozen modern electric locomotives, forced into early retirement in the wake of the Norfolk & Western-Virginian merger, are going back to work—for the New Haven.

The 3,300-hp rectifier electrics, built by General Electric in 1956, will be used "to operate substantially all of [New Haven's] freight service between Cedar Hill Yard in North Haven, Conn., and points in New York City."

New Haven will get the seven-year old units for under $25,000 each. Total purchase price of $300,000 also includes stocks of maintenance material valued at about $32,000.

● **Catenary to be reinstalled.** Additional expenditures of approximately $326,000 will be required, however, before New Haven can get the electrics rolling again. Transportation and shop costs will run $133,000; reinstallation of catenary facilities at Cedar Hill Yard and Oak Point Yard (New York) will cost $103,000; restoration of damaged overhead wire on the Bay Ridge line (New York) will cost $90,000, chargeable to the New York Connecting Railroad, according to NH.

New Haven's trustees told U.S. District Court they estimate that the cost of acquiring the locomotives and shopping them "would be covered by proceeds from the sale of old box cars."

Use of the ex-Virginian units, the trustees added, will make possible a net annual maintenance-cost saving of about $226,000 (partly offset by an increase in operating costs of about $90,000, primarily for electric power).

New Haven plans to operate 11 of the units, reserving the 12th as a source of parts. Seventeen diesel-electrics (all about 15 years old) will be retired and sold, along with eight unserviceable electric units.

● **Purchase deferred.** Trustees said acquisition of the electrics from N&W would "defer until next year, or later, the necessity of acquiring about 10 high-horsepower diesel-electric locomotives at an estimated cost of about $1,750,000."

When Virginian ordered the units from GE in 1955, they were described as similar to a group of rectifier units built previously for New Haven—except that the Virginian locomotives were designed for low-speed, heavy freight service instead of high-speed passenger service. The units were retired when Virginian's electric operations were discontinued after the N&W-VGN merger became effective.

Dividends Declared

BEECH CREEK.—50¢, quarterly, payable July 1 to holders of record June 14.

CHICAGO, BURLINGTON & QUINCY.—$2, payable June 20 to holders of record June 5.

DELAWARE & HUDSON.—30¢ quarterly, payable June 28 to holders of record June 7.

DENVER & RIO GRANDE WESTERN.—25¢ quarterly, payable June 17 to holders of record June 7.

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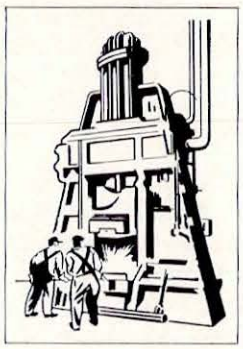

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Four ACF employees felt they could operate part of the plant successfully. On April 4, 1962 these four employees, who had a total of approximately 88 years of service for ACF Industries, formed a new company named the Berwick Forge and Fabricating Corporation.

The new corporation purchased the Forge Department, Armor Plate Fabrication and Assembly, Weldments and Structural Tool and Die Machine Shop, Heat Treat, Forge Machine Shop areas and other manufacturing areas, occupying approximately 375,000 square feet of floor space.

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THE BEST IN FORGINGS AND FABRICATION

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● **OPPOSITION** to the ICC's proposed new commodity classification has come from the AAR, the National Industrial Traffic League, and the Department of Commerce. All challenge the Commission's claim that this ICC Standard Commodity Code for reporting purposes would be compatible with the Commodity Classification for Transportation Statistics developed by the Bureau of the Budget for this year's census of transportation, and with the Standard Transportation Commodity Code developed by the AAR for use within the railroad industry. Moreover, the AAR's opposition statement contains a new plea for equal treatment of all carriers as to disclosure of the commodity statistics involved. Figures now reported by individual railroads and water carriers are made public by the Commission, but it does not release figures reported by individual motor carriers. Previous equal-treatment pleas of the railroads were denied, latest of these adverse rulings having been issued last month in the present case.

THE CASE is No. 34206, a rule-making proceeding instituted by the Commission last January to serve the proposed classification on railroads, motor carriers and water carriers. It would replace the 262-class commodity classification which has been in use since 1947.

THE PROPOSED CLASSIFICATION is a five-digit code with 369 reporting classes. Commodity statistics could be compiled from it in varying detail, depending upon whether cards for two-, three-, four-, or five-digit classes were run through data-processing machines. The census code and the AAR's STCC are of this type, too, but they are compatible with each other. While STCC is a seven-digit code to provide detailed statistics needed by railroad management, its one-to-five-digit classes are the same as those of the census code.

IN THE COMMISSION'S CODE, however, there are additional classes; and some classes, though otherwise the same, are given different numbers than they get in the other codes. The AAR, NITL and Commerce Department say there are enough of these variations to make the code incompatible with the census code and the STCC. They ask the Commission to adopt STCC up to its five-digit level.

THE NIT LEAGUE'S POSITION is based on its belief that a single nationwide commodity code is a "vital foundation to the intelligent and economic use of data-processing equipment" for such purposes as tariff compilation, rate quotation, expediting service, and inventory control. The Commerce Department warned that the ICC code "would stand as an obstacle to further development of the application of data processing to transportation."

MEANWHILE, the AAR's equal-treatment plea included a request that railroads be relieved of reporting their commodity statistics in more detail than a two-digit level unless the discrimination as to disclosure is removed. This would mean a breakdown into only 35 categories, that being the number of classes in the STCC's two-digit series. While they don't think the Commission needs that much data for regulatory purposes, the railroads are willing to report on the five-digit level if there is equal disclosure.

Santa Fe-MP Merger Talks Are Planned

The proposed preliminary studies will consider the possibility of including other western lines.

Another giant merger possibility was created June 5 when the Santa Fe and the Missouri Pacific announced they would begin exploratory studies for the merger of the two properties. The studies "will be of a preliminary character," according to the joint announcement from Santa Fe President Ernest S. Marsh and MoPac President Downing B. Jenks, "and will be designed primarily for the purpose of determining whether more detailed studies are warranted."

A MoPac-Santa Fe system would reach from Chicago to the Gulf ports, and to Los Angeles—San Francisco on the West Coast. It would give the Santa Fe direct access to St. Louis from Kansas City. Both roads are currently involved in merger disputes. The MoPac is vying with the Illinois Central for control of the Chicago & Eastern Illinois and the Santa Fe is competing with the Southern Pacific for control of the Western Pacific. The Santa Fe and the SP both hold stock in the WP.

● **Possibly other partners.** In the Santa Fe-MoPac exploratory talks, which will begin in the near future, according to the announcement, "consideration will be given, among other things, to the inclusion of other western lines that may desire to be included in a merger of this type."

The Santa Fe owns 13,000 miles of track, more than any other road, and the MoPac, with its subsidiary, the Texas & Pacific, operates 11,000 miles of track. Net income of the Santa Fe in 1962 was $70.7 million, or $2.65 a common share, on operating revenues of $612,319,707. The Missouri Pacific in 1962 had a net income of $22,250,000, or $2.40 a Class A common share, on operating revenues of $390,049,000.

The announcement followed by one month a proposal by the Union Pacific and the Rock Island to combine and then sell the Southern Pacific 3,500 miles of RI track southwest of Kansas City. That combination would give the UP entry to St. Louis and Chicago and

the SP entry to Kansas City.

The Santa Fe's trackage extends from Chicago south to the Texas Gulf ports and west to San Francisco and Los Angeles covering 12 Midwestern, Southern and Southwestern states. The MoPac-T&P network extends from St. Louis west to Kansas City, Omaha, and Pueblo, Colo., and south to Fort Worth and Dallas to New Orleans, Galveston and El Paso.

● **Favorable N&W-NKP report.** The Santa Fe-MoPac study is the latest entry in the derby of Western and Midwestern mergers. In addition to the UP-RI merger, a favorable ICC examiner's report has been issued on the proposed Norfolk & Western-Nickel Plate merger (which includes lease of the Wabash and Pittsburgh & West Virginia and acquisition of the Akron, Canton & Youngstown and Pennsylvania's line between Columbus and Sandusky).

RRs Blast Illinois Full-Crew Bill

An amended full-crew law threatens Illinois railroads with millions of dollars of additional costs and is "a make-work boondoggle of the worst sort," in the words of a Chicago-based carrier spokesman.

The Illinois full-crew bill, forced out of committee June 4 in the Illinois State Legislature, is expected to come to a vote on the House floor this week. The amended bill, freezing the size of a railroad freight-train crew at five (conductor, engineer, fireman and two brakemen), drew charges from Illinois rail officers that deletion of the crewing requirements for passenger trains proved false the union arguments that arbitrarily numbered crews are needed for safety—pointing out that safety is more necessary on passenger trains than on freight trains.

Railroad officers were upset that the Illinois House Public Utilities Committee did not hear witnesses scheduled to appear late in May. Illinois Central Vice President-Operations O. H. Zimmerman said, "if we were free as other businesses are, I imagine we'd get out of the commuter end of operations. As it is, if the full-crew law is enacted, we'll have to ask for some fare and freight increases that will result in further weakening a service that can't stand any further weakening."

IC estimates cost of the original bill's crewing requirements as "nearly $9 million," more than enough to plunge IC's commuter operations (which had a thin black showing the last two years) deeply into the red. Even the amended bill would increase IC costs about $3 million.

Computer Aid Cited In L&D Checking

Systematic pinpointing of trouble spots in the loss-and-damage area can be achieved by use of electronic data processing machines, according to one expert, and the simplified L&D classification procedures will allow railroad men to spend more time on prevention programs "on the ground" at agencies and with shippers.

"Information properly collated can be fed into these machines, which should enable you to simplify burdensome record-keeping," Oscar W. Linestall, Rock Island vice president-operations, told the AAR Freight Claim Division meeting in Minneapolis, June 5. Management has long been seeking an accurate classification breakdown of the incidence of freight-claim payments by commodity and by specific cause at specific points, Mr. Linestall said. The breakdown, related by percentage to the total freight-claims bill, should be coordinated with a prevention program, he added.

The technological revolution in specialized freight equipment will "have a salutary effect on the reduction of freight claims," Mr. Linestall told the AAR audience, but warned that the "day is a long way off when the American railroads will be carrying specialized equipment only." Loss and damage will continue to be a drain on railroad profits, and only "a dreamer and not a realist might be inclined to give way to the siren song of indifference and lethargy as far as careful car handling and freight-claim prevention are concerned. The dreamer might reason illogically that the new bracing devices, cushioned underframes and other shock-absorbing apparatus will automatically take care of a progressive decline in our freight-claims payments."

The number of specialized freight cars in the national fleet is expected to be increased by the sliding per-diem scale which will go into effect Jan. 1, Curtis D. Buford, vice president of the AAR Operations and Maintenance Department, told the L&D meeting.

The new charges, ranging from $2.16 to $7.74, are expected to encourage railroads to install more modern freight cars capable of providing greater transport capacity, serviceability, and protection to lading, Mr. Buford said.

"More is happening today in the area of improvement and utilization of the nation's freight-car fleet and its operations than at any time during the last 25 years," he said. U.S. railroads, noted Mr. Buford, have invested $6¼ billion—more than one-third of the industry's postwar investment—to modernize the car fleet.

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YOU OUGHT TO KNOW

Transportation-industry employment has remained at about 14% of total U. S. employment since World War II—despite sharp variations in job trends within segments of the industry. A study prepared by the research division of the Transportation Association of America pegs total transport and related-industry employment at 9.3 million in 1960, compared to slightly more than 8 million in 1950.

A preliminary injunction barring a strike by the Brotherhood of Railway Clerks against the Belt Railway and the Chicago & Western Indiana was issued June 1 by U.S. District Judge Julius Hoffman in Chicago. A hearing on a permanent injunction, set for June 6, was postponed at the request of the union and both roads. The BRC said it called the strike after the two roads split their joint headquarters without obtaining union approval. Negotiations on the issue, begun Jan. 10, were suspended April 16. A mediator has been appointed to hear the dispute.

Opposition to the proposed Pennsylvania-New York Central merger ignores the threat of bankruptcy and ultimate government ownership, Henry W. Large, vice president and manager of the PRR northwestern region, said May 28 at Gary, Ind., in a forum sponsored by the Calumet District Railroad Community Committee. The danger, Mr. Large said, is that "you will not lose all tax revenue of the railroads, but probably will be taxed to support whatever rail transportation remains, as you are today being taxed to keep the trucks and airlines going."

The Seattle monorail has been presented as a gift to Century 21 Center, Inc., a non-profit foundation, by Alweg, Inc., builder of the 1.3-mile World's Fair Line. Operation of the $4.5-million facility is expected to be continued.

Trucking and waterway interests regard their assumed rights and special privileges as inherent advantages, Clair M. Roddewig, president of the Association of Western Railways, told the Association of Interstate Commerce Commission Practitioners at its annual meeting May 23 in Los Angeles. "So long as they can get the public to go along with the status quo," Mr. Roddewig said, "they are sitting pretty. If they can't, they know they are going to be whittled down to their real economic justification —whatever it may be." Railroads, he said, feel the legislation proposed by the Kennedy Administration "will go a long way toward achieving equal competitive opportunity for all forms of transportation."

The L&N has sold its company-owned fleet of 131 piggyback trailers to REA Leasing Corp. for $400,000, and is leasing back the equipment for a long-term period. The L&N's piggyback trailer fleet, now entirely leased from the REA Express subsidiary, totals 796 units. D. F. Jones, manager of piggyback sales and service for the railroad, said the sale-lease arrangement will "provide profound cost and administrative advantages."

Soo Line has put a new twist into its third attempt to discontinue a pair of passenger trains operating between the Twin Cities and Portal, N.D. If the ICC will let the railroad drop the sleeping-car-and-coach trains (which lost about $266,000 last year), Soo says it will operate mixed trains over most of the route—the 429 miles between Glenwood, Minn., and Portal—"in order to provide some common-carrier service for communities" between the two points. Mixed-train operation (if the ICC permits it) will be nothing new to Soo: The road now operates more than 20 mixed runs on various lightly-traveled parts of the line.

Purchases of railroad equipment from U.S. suppliers for use in the foreign-aid program totaled $29 million during the last six months of 1962, according to the Agency for International Development. U.S. companies got 97% of the total dollar-volume involved in AID purchases of rail equipment (in the over-all AID program, American firms got 77% of the total spent). Purchases of rail material were exceeded only by purchases in two other commodity groups: iron and steel; and industrial machinery, engines and turbines.

Bidding on $6 million in bond anticipation notes to finance the planning stages of the San Francisco Bay Area rapid transit system will be opened June 13. The rapid transit district's board of directors has authorized a $15-million issue to pay for the planning of the $792-million system.

The New York State Teachers Retirement System has agreed to loan Erie-Lackawanna $15 million, provided the ICC approves E-L's application for a government guarantee of the loan. Proceeds would be used to reimburse the railroad for equipment and other capital expenditures made from treasury funds during the past six years, so as to restore working capital and make funds available for new improvement programs.

Express and LCL shipments in Canada's Maritime provinces (and between the Maritimes and the rest of the nation) are getting a faster ride, thanks to schedule improvements made in the highway arm of Canadian National's integrated road-rail services. With only a few exceptions, schedules now permit overnight movement of express and LCL between Maritime communities. Keys to the improvement: Speed-ups in train schedules made possible by technological advances; and closer integration of road and rail operations. Says Vice President Howard C. Grayston: "We have provided better connections between trains and the trucks which feed them shipments or unload them and deliver their goods over the highway. This really has been the key to realizing overnight delivery in the Maritimes."

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A Letter to Mrs. Mayne

Through the kindness of the Washington Post as an intermediary, we have received an interesting letter from Mrs. Alvin Mayne of Arlington, Va. Mrs. Mayne wants to ride the trains but finds her experience in doing so is rather discouraging. Our reply to her follows:

"Dear Mrs. Mayne:

"You say you are hopeful for the future of passenger train service, but recent trips you have taken have been disappointing. (We omit mention of the places where you ran into difficulties, because it would not be fair to point out specific deficiencies in service if they are not uncommon. Unfortunately, we fear your experience is probably not unique to one railroad.) You go on to say:

'The service was totally missing from the trip in every regard. The trains were dirty, the upholstery torn, the seats spotted, and no one offered to help with the baggage, either on or off the train. The food in the dining car was of poor quality, sloppily served, and the table a mess.

'If hope revives for passenger trains, let us hope that the railroads will put forth their best foot to deserve this vitally important form of transportation's revival.'

"Your letter, Mrs. Mayne, should have a frank answer—especially since it gives so much evidence of your good-will. You seem to be saying that you want to like the railroads, if they will only give you some tangible reason for doing so. Let's examine the problem a little more closely.

"In the first place, we are certain that there are no railroads, except those hard-pressed financially, which suffer the deficiencies in service to which you draw attention. On most railroads the quality of their passenger service greatly exceeds its profitability. And on all railroads, even if their service is not satisfactory, hauling passengers is a form of philanthropy—the passenger gets the service at substantially less than the cost of providing it.

"It is said that 'no one looks a gift horse in the mouth'—but this observation is belied by railroad passenger transportation. It is a gift horse all right, but it gets a critical going over, nevertheless, as your letter gives evidence.

"It is, however, a good thing to bring this criticism out into the open. Sooner or later the deficiencies in this service (on those railroads where they exist) must be corrected—and it might better be sooner than after prolonged delay.

"How can these deficiencies be corrected? Mrs. Mayne, they will be corrected when you do your part to correct the causes—and they can only be corrected by you and other conscientious citizens, because your inattentiveness to what government (especially the federal government) is doing in transportation is the direct cause of sub-standard railroad service. Only you and your fellow citizens can establish government policy on a more equitable basis. If conditions are provided which will enable the railroads to earn a reasonable profit, experience of over a century and a quarter proves that they will spend generously to improve their service.

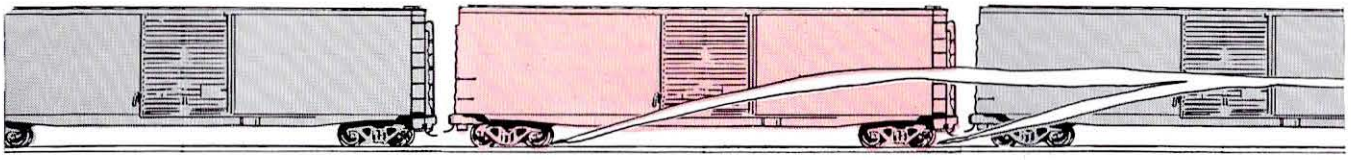
"Do you realize, Mrs. Mayne, that federal and local governments in the current fiscal year are spending almost $13 billion to maintain and improve our highways? And that they are laying out $1.2 billion on airways and airports and are spending another $640 million on waterways? The railroads get no such financial assistance from the public treasury. Instead, they have to finance all their fixed plant from private sources and pay property taxes on it—from which highways, airways and waterways (being government-owned) are exempt.

"Mrs. Mayne, the wonder is—not that some service on some railroads isn't as good as you'd like to see it—but it's little short of a miracle that there's any railroad service at all. The railroads are fundamentally a strong and healthy enterprise—else they could not have kept going as well as they have, under the kind of unequal competition to which they are subjected at the hands of government. Only responsible citizens (you, Mrs. Mayne) can remove these inequities.

"Nor is this all. There is in government a bureau known as the Federal Aviation Agency whose job it is to promote and defend adequate air transport service for the public—and, to this end, around $85 millions a year of federal money is being spent in direct subsidies to keep local airlines going. The able and zealous Bureau of Public Roads works night and day with a force of thousands of capable experts to promote the development of highways; and another government agency, the Corps of Engineers, performs the same service for barge transportation. By contrast, there is no government agency whatever that has any responsibility to defend and promote the public interest in improving railroad service—or even in enabling it to continue. There are governmental disciplinarians surrounding the railroads—always ready to chastise them—but no agency to promote their welfare.

"Mrs. Mayne, better railroad service is strictly up to you. There's no member of railroad management, no railroad employee, who wouldn't rejoice to be able to provide you the kind of railroad transportation you want—if only you'd make it possible for them to do so."

Editor, Railway Age



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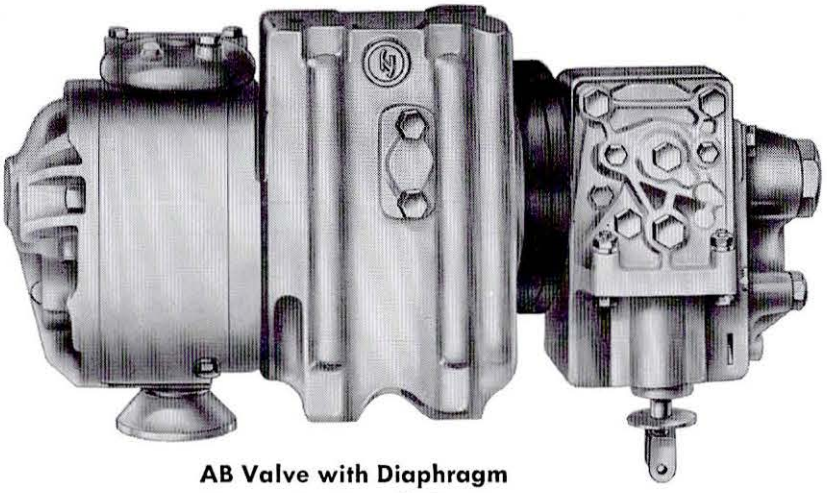

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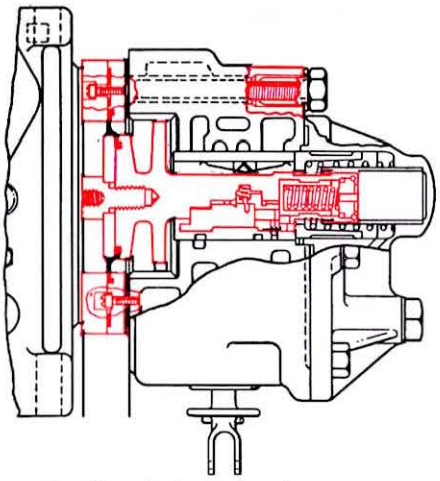

Sectional view showing conversion details.

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